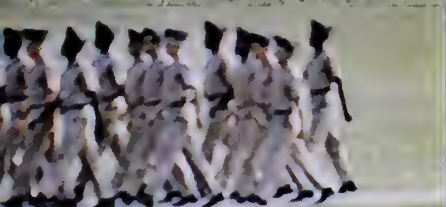


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all VOLUNTEER

JANUARY 1979

The Army's recruiting and retention professional magazine since 1919



THIS
IS
THE
ARMY

From



Recruiting *Journal* of the



Vol. 8, No. 8

U. S. Army Recruiting Service

August 1954

by SFC Len Breckler all Volunteer, Editor

Sixty years ago this month, the first issue of what was to become the *Recruiting and Reenlisting Journal* came off the press. By almost anyone's standards, that half-dozen page publication unenthusiastically called *The Bulletin* didn't have much flash or verve: it looked like a few mimeographed sheets stapled together because that's just exactly what it was.

The Bulletin carried some statistics, some chit-chat, and some information on what recruiters were doing just after World War I had ended. That was the sort of stuff that arrived at the Army's Recruiting Service Publicity Bureau in New York City, and that's what was printed. Some of the issues had as many as 18 pages, others only two. Nice, simple, unstructured.

An excerpt from the first paragraph of the first story in the first issue is interesting: "First of all men, never forget that you are soldiers, and that you are proud about it. Keep looking the part. Be soldierly, neat, keep your shoulders back and your chests out. Think of yourselves always as men from whom the first impression must come. You are, if I may use such an analogy (sic), animated posters so far as the human eye is concerned . . . you must look the part of a soldier, must attract favorable

attention. Your appearance, manner and address are your first best assets (sic) in getting close to the men to whom you wish to talk about the Army." A Captain C. A. Patterson wrote that in 1919, some things don't change.

In 1924, the name was changed to *The US Army Recruiting News* and slowly evolved from mimeographed sheets into a slickly (for that time) printed magazine. Once in that format, there were a few name changes, all designed to better reflect what Army recruiting and Army recruiters wanted and needed:

- 1945 — *US Army Recruiting Service Letter*
- 1947 — *US Army and US Air Force Recruiting Service Letter*
- 1948 — *Recruiting Journal of the US Army and the US Air Force Recruiting Service*
- 1954 — *Recruiting Journal of the US Army Recruiting Service*
- 1955 — *Recruiting Journal of the US Army*
- 1962 — *Recruiting and Career Counseling Journal*
- 1978 — *Recruiting and Reenlisting Journal*

(It's interesting to note that in 1945, when the magazine became the *US Army Recruiting Service Letter*, there was apparently a spin-off magazine entitled *Army Life*, which apparently became *Life of the*

Soldier and Airman. We were able to track this magazine through 1953, after which nothing is known of it.)

(Note also that when the War Department was reorganized in 1947 to become the Defense Department, the Air Force became a separate service but recruiting efforts were united as the 1947 magazine title change indicates.)

Over the past few years, since the end of the draft on 30 June 1973, the staff of the *Recruiting and Reenlisting Journal* has occasionally considered the idea of renaming the magazine. Again, the idea in mind was that the title should reflect more directly on the overall operations and the command's total Army mission.

Brainstorming sessions with the staff resulted in several possible titles, but each suggestion was met with the evaluation of "trite," "not indicative of the people who do the job," "doesn't sparkle," or some other objection.

Eventually the solution became obvious. Let's ask our readers what they think the name of the magazine should be. Therefore, in the April issue of the *Recruiting and Reenlisting Journal* and in an issue

Continued on Pg. 35

Views and Reviews



Part of this month's issue contains illustrations of the new FY 79 Army advertising program which will begin appearing soon in national media. Your commanders and I have reviewed it and are very pleased with it. It will help recruiting. It will also help us reach the segment of the market that will remain for a full enlistment and not drop out. This is true because it tells our young readers more about what it is like to be a soldier, and our research tells us that is what they want to know.

Read these pages carefully. Army advertising exists only to get a recruiter eyeball-to-eyeball with a prospect. It opens doors and it opens minds. You need to know what it says to use it to the fullest extent in your personnel sales style.

It is also important that local ads catch the flavor and message of the national ads. We must speak with one voice if we are to be clearly heard. Local ads must supplement the national ads and reach those areas thinly covered by the national media plus reinforce those places of heavy national media exposure.

Advertising sells. If it didn't the American business community wouldn't invest \$40 billion a year in it. Advertising reaches people where you can't reach them: in their living rooms, offices and trains. It will bring some to your door while preparing others to listen seriously to what you say. It is a powerful tool which you must use to best advantage. Use it well!

Good recruiting!

WILLIAM L. MUNDIE
Major General, USA
Commanding

Major General William L. Mundie, USA
CG, U.S. Army Recruiting Command

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Chief, Public Affairs USAREC

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Commander
U.S. Army Recruiting Command
ATTN: USARCCS-PA (VOLUNTEER)
Fort Sheridan, ILL. 60037

all VOLUNTEER

Vol. 32

No. 1

The Army's recruiting and retention professional magazine since 1919 January 1979

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SFC Stan Cordell of HQ USAREC photographed this cover art which appears on the covers of this, the *all VOLUNTEER*, a worthy successor to the *Recruiting and Reenlisting Journal*. The new name and the introduction of the 1979 ad campaign concepts on the 60th anniversary of continuous publication, should make this a magazine worthy of its tradition.

How to make an Advertising Campaign

By COL JAMES P. BOLIN
Director, A&SP, HQ USAREC

One of the first things you learn when you become USAREC's Director of Advertising and Sales Promotion is that there is a good deal more to creating an advertising campaign than a few Madison Avenue types sitting around a table thinking up catchy slogans. Many people, in the Army and out, have a hand in it, and many points of view are necessarily considered. Before we launch into the description of FY 79 advertising you will be seeing on the pages following, it might be useful to list some of the more important inputs.

The Department of Army gives us our marching orders each year in the form of a very detailed and explicit guidance letter. This letter, signed by the Deputy Chief of Staff for Personnel, outlines anticipated Army manpower requirements, tells about new aspects of the Army offer that can be featured in advertising, and imposes some limitations on what we can say and do. Additionally, the Comptroller of the Army lets us know how much we will have to spend.

The Congress exerts a powerful influence, some of it through the passage of legislation that places restrictions on the ways we can use tax dollars. Influential members of Congress are also very sensitive to the content of our advertising and have expressed concern from time to time at tendencies to emphasize material benefits and equate Army service with civilian employment.

It is a rule of the business that the best source of information on what will and will not work in advertising is the person for whom the message is intended. To work, advertising must be about things people are interested in, and we find out what those things are by asking carefully designed questions to statistically representative samples of our audience. We also try out new ads on

prospects to find out if they understand and can recall key points.

Advertising is one element of recruiting and it must follow some of the same rules recruiters follow. We take care, for instance, to avoid creating heavy demand for military occupational specialties which are easily oversubscribed. As you read in the October issue ("Less is More") we try very hard to design our recruiting publicity items to fit the real need of recruiters.

We haven't noticed that anyone in USAREC is bashful about passing along their ideas about the advertising program. Many recruiters communicate with us directly via "Focus" questionnaires; ideas and points of view come up the chain of command; the CG's Recruiter Advisory Council is a useful sounding board; and A&SP staff members visiting the field keep their eyes and ears open.

All of these influences go into the development of our ad campaign by our advertising agency. But before the campaign recommendations are approved, a number of folks have an opportunity to get their comments in. The new campaign outlined on the following pages was reviewed by a selection of recruiters, area commanders and RRC/DRC A&SP people on 24 August. The CG and region commanders saw it on 7 September.

It was approved in its final version by the Department of Army Advertising Policy Council on 3 November.

What you will see on the next few pages are not real ads but advertising concepts which have been approved. At the time of writing, photographic teams are at work on Army posts gathering the raw material for the ads you will begin seeing first in the third quarter *Mission 78*, then in spring issues of national magazines.



THIS IS T

“You’ve heard about the Army. The push-ups. The long marches through short summers. The cool-eyed Sergeant who never stops watching *you*. You’ve heard it, and most of it is true.

“But there’s a lot you never hear. And since the volunteer Army is a new fact of American life, we’d like to tell you ourselves what we’re all about...”

So opens the first ad of the FY ’79 USAREC recruiting campaign. After telling “what we’re all about,” this ad concludes with the thought:

“There’s no military hardware to replace the human heart. No computer to out-think the mind. We need people. We are people. So, if we ask you to be a good soldier, we mean be the best person you can be — and be that with us.”

THE ARMY

THIS IS THE ARMY

You've heard about the Army. The push-ups. The long marches through short summers. The cool-eyed Sergeant who never stops watching you. You've heard it—and most of it is true. But there's a lot you never hear. And since the Volunteer Army has become a new fact of American life, we'd like to tell you ourselves what we're all about.



SKILLS.

Making time not making it. A soldier has a job. A lot of young people have the impression that an Army enlistment is three years of advanced "P.T." But, by far, most of a soldier's time is spent working. If you enlist in the Army you'll be trained in a skill—one of hundreds you can choose from—everything from Bridge Building to X-Ray Techniques. And you'll spend most of your three years using that skill, gaining experience and



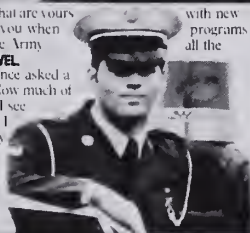
proficiency that are yours to take with you when you leave the Army.

TRAVEL.

Somebody once asked a recruiter, "How much of Europe can I see marching if I can't turn my head?" The truth is, the Army's coming up

with new programs all the

time to help soldiers stationed overseas be part of the local scene. We offer tours, language courses, tests, and get-togethers so that a soldier doesn't feel like he's passing through. Now you can choose where you want to serve: Europe, Korea, Panama, Alaska, Hawaii, or just about any place



in the Continental U.S. And feel free to "turn your head."

EDUCATION.

Start in the Army. If you enlist, you can start or continue your college education right on post with the Army paying up to 75% of your tuition. And since the very nature of Army life is filled with experience, it could be a chance to bring a lot more than books to class.

FREE TIME.

Yes, such a thing exists in the Army, and you can do a lot with it. Remember, an Army post is like a small city. There are recreational facilities of all kinds. Sports activities. Teams. Places to play some music, or ride a dirt bike. And, most posts are within twenty miles of major cities.

PAY & BENEFITS.

You get paid for

being a soldier, and you should know about that. Starting pay is \$397.50 per month (minus deductions) with a raise to \$420 in just four months. A lot of that is money you may never spend, since there's also free room, board, Medical

and Dental Care. Plus 30 day's paid vacation each year. But, for a lot of people, the big benefits are things that can't be measured. Increased responsibility. Guaranteed maturity. Learning how to work with, and respond



to other people. Some call it friendship.

PEOPLE.

There's no hardware to replace the human heart, no computer to out-think the mind.

We need people. We are people.

So if we ask you to be a good soldier, we mean he the best possible person you can be—and be that with us.

For more information, contact your local Army Representative. He's listed in the Yellow Pages under "Recruiting."

AIRBORNE



JOIN THE PEOPLE WHO'VE JOINED THE ARMY.

THIS IS THE ARMY

"IN INFANTRY YOU'RE NOT JUST A SOLDIER-YOU'RE THE SOLDIER'S SOLDIER."

...the Army is a place where you can find a sense of purpose and direction. It's a place where you can learn new skills and develop your leadership abilities. It's a place where you can make a difference in the world.

By TED REGAN
Executive Vice President and
Associate Director of Creative Services
N. W. Ayer ABH International

...the Army is a place where you can find a sense of purpose and direction. It's a place where you can learn new skills and develop your leadership abilities. It's a place where you can make a difference in the world.

JOIN THE PEOPLE WHO'VE JOINED THE ARMY.

...the Army is a place where you can find a sense of purpose and direction. It's a place where you can learn new skills and develop your leadership abilities. It's a place where you can make a difference in the world.

JOIN THE PEOPLE WHO'VE JOINED THE ARMY.

This is FY 79.

We at NW Ayer believe this advertising campaign is a natural next step in the USAREC recruiting effort. It has the Army continue to speak in a familiar voice, but lets it say some new things. As before, it uses the quality people we have to help attract the quality people we want. But now in FY 79, these people will demonstrate the whole of the Army experience — all that can be credibly and meaningfully demonstrated.

That includes both the challenges and the rewards. The combat arms and the skill training. The guard duty and the weekend pass. The education and the studying. The pay, the travel, the friendships, the memories. It's all summed up in those four simple words: THIS IS THE ARMY.

Every ad will demonstrate more of this breadth of the Army experience. But the character, tone and central thrust of every ad will continue to be built around the "personal challenge" of an Army enlistment.

We think it's important that we remind you and ourselves what we mean by "personal challenge." It means several important things:

- Presenting service in the Army in a manner consistent with the ultimate responsibility of the Army "readiness."

THIS IS THE ARMY

...the Army is a place where you can find a sense of purpose and direction. It's a place where you can learn new skills and develop your leadership abilities. It's a place where you can make a difference in the world.

SEE YOUR LOCAL ARMY REPRESENTATIVE

THIS IS THE ARMY

"IN EUROPE YOU'LL BE A SOLDIER 24 HOURS A DAY-BUT THE REST OF YOUR TIME IS YOURS."

...the Army is a place where you can find a sense of purpose and direction. It's a place where you can learn new skills and develop your leadership abilities. It's a place where you can make a difference in the world.

JOIN THE PEOPLE WHO'VE JOINED THE ARMY.

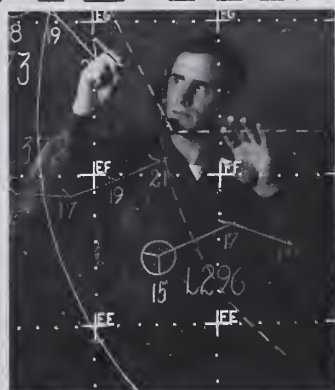
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JOIN THE PEOPLE WHO'VE JOINED THE ARMY.

...the Army is a place where you can find a sense of purpose and direction. It's a place where you can learn new skills and develop your leadership abilities. It's a place where you can make a difference in the world.

JOIN THE PEOPLE WHO'VE JOINED THE ARMY.

**"A SKILL MEANS MORE
THAN JUST BEING GOOD
WITH YOUR HANDS."**

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**JOIN THE PEOPLE
WHO'VE JOINED THE ARMY.**

- Presenting Army service in a manner that attracts the kind of young people willing to accept that ultimate responsibility — and discourages anyone less.

- The offer of Army service as a unique and timely opportunity to gain maturity, self-esteem, an education, skill-training — in return for service to one's country.

- Presenting Army service in a manner that reflects the Army's pride in itself — and the recruiter's pride in his mission.

Research tells us that our best prospects, the highly-motivated and qualified young people we want to join the Army, want to know more about it. And in FY 79, we intend to tell them a lot.

The Army's recruiting message will appear in a variety of media:

- national magazines like *Reader's Digest*, *TV Guide*, *Senior Scholastic*, *Hot Rod*, *Glamour*, *Seventeen*, *Ebony*, and *Essence*.

- new TV and radio spots
- outdoor used regionally
- direct mail
- newspaper inserts.

Of course, these and other efforts will be backed up by POP kits, films, recruiter support items, and educational materials. All of this must work in concert with your own local selling efforts.

Fiscal year 79 won't be easy. But between your efforts and ours we feel confident that it will be successful. After all, this is the Army.

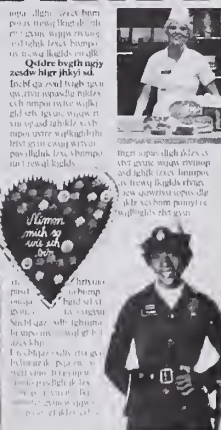


SEE YOUR LOCAL ARMY REPRESENTATIVE

"HELICOPTER REPAIR IS HARD WORK FOR A WOMAN - BUT IT'S HARD FOR A MAN, TOO."

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**JOIN THE PEOPLE
WHO'VE JOINED THE ARMY**

MEET TODAY'S ARMY RESERVE.

Your best prospects for the Army Reserve are basically looking for the same benefits as your Active Army prospects — good pay, pride of service, valuable job training, and all the rest — with one big exception: the Reserve prospect wants it all to happen at home. The best of both worlds.

So FY 79 Army Reserve advertising positions the offer accordingly. The ads emphasize skill training, second income, and the special pride of serving one's country and community as a citizen soldier.

However, you'll notice some changes in FY 79 Reserve advertising.

The most obvious is the new theme, "Meet Today's Army Reserve." It's more of a call to action, and action is what we urgently need in FY 79. So there'll be the usual postcards with every ad and

the toll-free 800 numbers. There will also be an urging that every prospect drive by the local Army Reserve Center and personally "Meet Today's Army Reserve." We see the theme serving as much on a local level as elsewhere.

To carry out the urgency of the theme's call to action, we redesigned the format of the advertising for FY 79. More pictures, more copy, more job skills, more immediacy, more support for the local units. There's also a new graphic down in the right-hand corner of each ad — a citizen soldier dressed in civvies, but holding a neatly pressed uniform over one arm. The symbol is a quick reminder to our prospect that this is an Army Reserve ad, not an ad for the Active Army.

Put them all together — the new theme, the new format, the new urgency — and

MEET TODAY'S ARMY RESERVE



PART-TIME JOBS WITH FULL-TIME PRIDE

Today's Army Reserve is a part-time job that can really pay off.

In good skills, extra income, new friends, and the satisfaction of serving your country.

ARMY SKILL TRAINING

When you join the Army Reserve, you get to



choose one of the many skill training opportunities available.

You go to the same schools and get the same training as full-time soldiers.

And full Army pay while you train.

In short, you'll get a real Army skill. And many of them are valuable civilian skills as well.



A GOOD EXTRA INCOME

When you come home with your Army skill, you'll use it 16 hours a month (usually one week-end) as an Army Reservist.

That'll earn you about \$50 at first. But promotions and pay increases are fairly regular.

FRINGE BENEFITS

The Army Reserve gives you important fringe benefits, too.

PX privileges, for example. And low-cost government life insurance. Even a pension plan. In the near future, even more benefits—like tuition assistance—will become available.

PLUS THE BENEFIT OF STAYING HOME

With more than 1,000

Reserve Centers around the country, one's bound to be right near you. And the people in it are just like you.

They are the Army Reserve. To meet them



call the Reserve Center nearest you. It's in the Yellow Pages.

Better yet:

**CALL TOLL FREE
800-431-1234**

GET THE BENEFIT OF ARMY TRAINING PLUS THE BENEFIT OF STAYING HOME.

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MEET TODAY'S ARMY RESERVE.

we believe the FY 79 advertising will make it easier for your prospects to join the Army Reserve. And make it easier for you to close the sale.

Of course, the media is as important as the message. It is as broad as the prospect audience and includes over 40 different magazines. From *Car Craft* to *Soccer Digest* to *Popular Science* to *Runners World* to *Senior Scholastic* to *Wheels* for the young men; *Glamour*, *New Dawn*, *New Woman* and *Seventeen* for women, *Newsweek*, *Reader's Digest*, *U.S. News & World Report* for general audiences. And minority magazines such as *Ebony* and *Jet*, nursing magazines such as *RN* and *Nursing*, counselor books such as *Today's Education* and more.

There will also be TV and radio support for the campaign. So, to sum it up, the demand for enlistments in the Army Reserve is going to push you harder than ever before in

MEET TODAY'S ARMY RESERVE.



AT 2446 W. PEACHTREE ST.



FY '78. But the advertising behind you will be working better than ever before too.

We want to make it easy to join the Army Reserve. With your help, we will.

DO SOMETHING CONSTRUCTIVE RIGHT WHERE YOU LIVE.



**OTEPH-ETIAO
HWTR-GMIN TBHES**

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**HWTR-GMIN TBHES
OTEPH-ETIAO.**

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**AUHT SOTN
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MEET TODAY'S ARMY RESERVE.

Advertising and the single recruiter

By **WES HAMPTON**
A&SP HQ MWRR

One of the lessons most recruiters learn is that what works for one recruiter doesn't necessarily work for the other.

According to SFC Jim Stokes, professional development NCO at Midwest Region and former USAREC recruiter of the year, this is more evident in the advertising and sales promotion area than in any other.

He says, "The recruiter, if he is to be successful, must become visible and make the Army visible to prospective applicants.

"While USAREC, the region and the DRC provide a lot of advertising, in most cases, it's not

enough," he continues.

"Just as in any group, you will have somebody who doesn't get the word or understand the message. To ensure that the word gets the widest dissemination, the recruiter has to be a part of a 'programed redundancy'," the gold badge winner states.

"By programed redundancy, I mean that he has to tell the Army message in as many ways as possible to make sure that as many people as possible hear it. That calls for supplementing the advertising support from the higher headquarters," he explains.

Stokes comments that when he was in the field as a recruiter, "The most effective advertising theme for me was a chance for the prospect to learn a good job."

He continues, "A guy just out of high school usually doesn't have a job lined up, doesn't have a marketable skill and isn't old enough to land a position of responsibility, unless his father is the president of General Motors.

"After walking the streets from door to door looking for a job, the prospect's interest is certainly aroused by the Army ads he sees that tell him the Army solves these problems.

"One way to take advantage of this interest is to demonstrate the skills the Army teaches," Stokes continues. "The MP teams and the culinary arts teams, sent around by the Support Center are excellent ways of showing students the skills that the Army teaches, but if the recruiter cannot schedule them into his high school, he still has a way.

"Most high schools have a career day of sorts and this would be the best time for the recruiter to show what the Army has taught him. Recruiters are selected from


NCOs who were tops in their MOS, and it shouldn't be too hard for them to put together a program to show the students. For example, if the recruiter was previously a communications man, he could demonstrate radio procedure, and how to set up a radio in a command post."

Sergeant First Class Terry Sinclair, another PDNCO, comments, "Some prospects mistakenly picture the Army as a shuttle between basic training and some forlorn outpost tucked away in an isolated corner of the world.

"With a little creative effort, the recruiter can show this to be a false impression," he states. "One recruiting station in the Detroit DRC used the talents of a local high school distributive education class to set up a window display which pictured a couple of papier-mache palm trees, surrounded by sand, against a brilliant blue sky. It helped that the temperature was hovering below zero, and the recruiter made a sign that said, 'Join the people who've joined the Army in Hawaii'."

Both Stokes and Sinclair agree that the creative use of imagination is of prime importance to the recruiter in all aspects of his total sales effort.

Says Stokes, "The recruiter who doesn't apply his personality to advertising and sales promotions, just utilizing what's provided for him, has fallen victim to what could be called 'habitual set.' Another way to express it is lack of creative initiative."

Using a grain of initiative makes the difference for recruiters in their quest for success. While one promotion may not gain any leads, the same promotion with the recruiter's personality on display could gather many. 

The History of the Recruiting Journal

by the all Volunteer staff

*In the next eight pages we will
show you the “roots” of the
recruiters’ tool*

The Recruiting "Spiel" of Eighty Years Ago

I were trite, of course, to indulge these days in a long-winded homily on the changes wrought by Time. Still, when we run across some passage in the annals of long ago which forcibly brings out the contrast between the customs of that day and ours, it is hard to refrain from pausing to make comparisons. This is particularly true when we find that some phase of our own work is but the natural outgrowth of an old custom which to us seems quaint.

Canvassers, therefore, will find a source of both interest and amusement in the account of a little episode which occurred in 1849 when a young New Englander, desirous of serving his country, sought enlistment in the Regular Army. The young man was Percival G. Lowe, who served with the Second Dragoons from 1849 to 1854. Writing at a much later date, he recorded the incident in his memoirs.

Mr. Lowe, then a stripling of barely twenty-one, had read a great many stories of adventure, both true and fictitious. He had specialized on yarns of our great western territory, which was then justly entitled to the description, "wild and woolly." Inspired by these tales, he decided to enlist in the mounted service for duty on the western plains where he could win glory fighting Indians. And so he presented himself at the recruiting office in Boston, where he told of his ambition.

Did the doorman assure the young man that he had come just to the right

place in all the world to get what he most wanted? Did the first sergeant of the detachment deliver himself of an inspirational lecture on the marvels of the service for the benefit of the prospective recruit? Was the wide-eyed youth whisked deftly through the various phases of the examination, in accordance with the best methods of 1928? None of these things happened. Quite the contrary. The applicant was carried right to the recruiting office without any ado, without any assurances that the Army was the right place for any young man.

When Lowe confronted the recruiting officer, a Major Sibley of the Second Dragoons, he informed the officer of his desires and they got down to business at once, with the major attempting in every conceivable way, not to clinch the enlistment, but to discourage the young man from the step.

Mr. Lowe gave his occupation as a farmer and his age as twenty-one. After a moment of reflection, Major Sibley politely but emphatically informed the applicant that he doubted both statements—he did not look like a farmer and did not appear twenty-one.

So here was the applicant for enlistment confronted with the proposition of "selling" himself to the Army instead of with bolstering up his own sales resistance to avoid the urgings of the recruiting officer. He finally convinced the major that he was, indeed, twenty-one, though he admitted that he had not farmed for some time, but had been a newsboy, a sailor, and

a maker of daguerreotypes.

By way of convincing the recruiting officer that he was qualified to embark upon a life of military adventure, Lowe described some of his wanderings at sea. The major was only slightly impressed even if interested. When the youth finished, the officer assured him that if by any chance he did enlist, he would find that it was the least "funny business he had ever attempted, or ever would attempt."

"And mark my word, young man," the major continued, "if you take this step, you will regret it only once, and that will be from the time you become acquainted with your work until you get out of it; and another thing, a large percentage of young men never return to their friends. If you have no friends, you ought to have, and if for any reason you want to hide yourself from the world, try something from which you can free yourself if you so desire. You may come back tomorrow."

The young man went home to think it over. He admits that he was worried by the recruiting officer's discouraging lecture. But if the major thought that he had dissuaded the youth from pursuing his quest for adventure further, he was mistaken. Lowe went back the next morning more determined than ever.

He was enlisted and served for five years with the major's own regiment, the Second Dragoons. The canvasser of today, forsooth, may dream of such determined applicants, but it is doubtful if one ever materializes on the street.

The Journal, All Volunteer or however you care to refer to it, has been with us since 1919. The first issue, The Bulletin, had no dates anywhere and was only a mimeo.

With reproductions of pages from various issues during the magazine's history we hope to show you some ways recruiting has either changed or remained quite the same throughout the decades.

The above story, from a 1928 issue of the magazine when it was called *U. S. Army Recruiting News*, told of "The Recruiting 'Spiel' of Eighty Years Ago."

"The Recruiting Spiel was the story of an 1849 recruiter, then called a canvasser, and told of the trials and tribulations of the day.

The article below, "How do you rate as a sales-

How Do You Rate as a Salesman?

How To Be a Quota Buster

Quota busters are good salesmen. To be a good recruiter, you should know salesmanship. This article contains some information on basic principles of salesmanship approved by several of this country's most prominent sales managers.

What Makes a Good Salesman?

Good salesmen possess certain traits which make them successful. Six most important traits are:

Initiative	Persistence
Knowledge	Friendliness
Enthusiasm	Tact

And here are five more, also important:

Courage	Honesty
Vision	Ability for self-supervision
Confidence	

Of course, a good salesman possesses these traits to a greater or lesser degree, but it is universally agreed that each is important. If you score low on the list, remember that salesmanship is a developed art. The more practice you get, the easier the job becomes.

What About Ability?

A salesman should have certain specialized abilities which can be summed up as "the ability to conduct a sale properly." That ability involves several techniques and, step by step, here they are:

1. The ability to approach a prospect, and to attract and

hold his attention. Unless you can do this, you never get to tell your story.

2. The ability to tell the story and present the facts in an interesting manner. Unless the prospect is really interested, he will never act on your proposition.

3. The ability to secure the confidence of the prospect. This ability requires thorough knowledge of the facts and of the benefits which Army service offers. The prospect must believe you and the facts you present.

4. The ability to arouse in the prospect a desire to secure the benefits and advantages which an enlistment in the Regular Army offers. This means not only showing what the Army will do for the prospect, but also how it will do those things and why it is important that he secures these advantages and benefits for himself.

5. The ability to sense the point when the prospect is ready to be signed up. Remember that it is possible to talk yourself right on past this point and out of an enlistment. There is a difference between the desire to enlist and the actual signing up. The successful recruiter can bridge this last gap.

Where Do You Stand?

Do your interviews include each of these five basic steps? What made some of those borderline prospects decide against enlisting? If it was due in some measure to your presentation, be sure that you follow each step carefully, for these are the essential steps involved in properly conducting a sale.

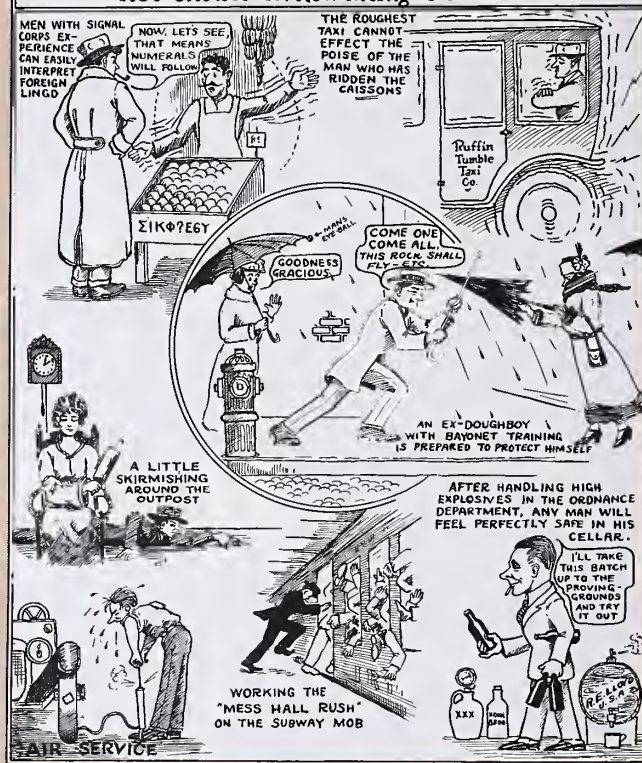
man?" came out during the same period and explained the ways one could become a "quota buster."

The article starts by listing the six most important points: Initiative, Knowledge, Enthusiasm, Persistence, Friendliness and Tact. To a large extent what was true then is still true today. If one intends to be a

"quota buster" those traits are still valuable. Further in the article, qualities were listed that were needed, but to a lesser degree: Courage, Vision, Confidence, ability for self-supervision and Honesty. Of course, by today's standard, we know that honesty is by far the most important. A recruiter who doesn't give the applicants the straight story won't be a recruiter too long. While it takes years to build up a good reputation it can only take seconds to tear it apart.

The page below came from a 1928 issue also and showed some of the advantages of an enlistment not mentioned on the RPIs of the day. For the next few years the *U. S. Army Recruiting News* continued publication without much change. Articles were designed to help the recruiters of the time learn how to do their

Some advantages of an enlistment in the Army ~ not shown on Recruiting Posters.



job a little better. They had articles on what it's like to recruit in a big city, such as New York, as compared to rural recruiting.

The editors also ran a monthly department called "Things The Army Does Besides Fight," which appears to be the same as our "Field File."

Another one of their departments or regular features was the highlighting of a post which listed all the activities a post might have to offer as well as a few photos to show its appearance.

Some of the scenic spots picked included Ft. MacArthur in California, Jefferson Barracks near St. Louis, and a fort near Chicago known as Sheridan.

In July 1942, just seven months after World War II began, the name of the magazine changed from *U. S. Army Recruiting News* to *Army Life and Recruiting News*.

While the magazine continued to be published, a *U. S. Army Recruiting Service Letter* was born, complete with an occasional photo supplement. One such supplement, shown below, shows the Army Air Force's use of a trailer to get its recruiting message across to young people. The truck's main use was that of a mobile recruiting station. It was also fitted with a public address system, which was used to broadcast public service announcements to the public. As you can see in the picture its size made it a giant, moving billboard, attracting attention wherever it went.

The print portion of *The Letter* included sales tips and recruiting priorities. If you'll notice the date on the above page and the headline, "Enlistment in Combat

U. S. Army and U. S. Air Force Recruiting Service



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FOR THE CHIEF, MILITARY PERSONNEL PROCUREMENT SERVICE DIVISION, AAG

Letter

Enlistments in Combat Arms -- Recruiting Priority

The No. 1 problem facing recruiting today and one which should be given top priority is enlistments in the Army Combat Arms. This component of the Military Establishment faces a serious shortage in personnel, not only in the GI but in the combat divisions now serving in Japan, Korea, and Europe.

Recent surveys indicate that one major reason for failure of the Combat Arms to attract their share of enlistments has been a lack of sufficient promotion material pointing up the advantages of enlisting in these arms. Remedial action is at hand. A special exploitation broadside is now being run—material contained in this broadside has been designed to assist recruiters at the local level. It will supplement your efforts whenever and wherever practicable.

At present all national advertising copy and funds are utilized as follows: 40 percent—Army Combat Arms, 40 percent—Air Force, and 20 percent—Administrative and Technical Services. Advertising at the local level should be carefully planned to correspond with this national breakdown.

Because of the present dearth of enlistments in the Combat Arms, the national campaign has been pointed toward greater emphasis on this phase of recruiting. The complete list of all adventure story magazines (circulation 10,000,000) is now carrying an exclusive schedule on the Combat Arms. "Sound Off," popular radio recruiting show, is themed for the Combat Arms, and the Army's share of the general magazine, newspaper, and radio advertising will be devoted to featuring the Infantry, Artillery, and Armored Cavalry. Nation-wide posting for March will feature the infantry soldier.

Another stumbling block to overcome in this current attempt to build up the Combat Arms is the opinion held by much of the public that members of these units are merely "foot slogging" soldiers. A recent study, conducted by Opinion Research Corporation, brought out the fact that the public still doesn't fully appreciate the degree of modernization that has taken place in the Infantry, Artillery, and Armored Cavalry.

These are the facts of Army life that must be explained to the public by your recruiters. When addressing high school audiences or speaking before civic and fraternal groups, clear the air of any foggy notions that may exist about life in these combat units. By this approach you will pave the way for more enlistments in the Army Combat Arms.

"MR. ACE AND JANE" ON C. B. S. FOR ARMY-AIR FORCE

"Mr. Ace and Jane" is the latest addition to what is now a four-network coverage in radio shows presented by the Recruiting Service. This newest member of the recruiting broadcast family had its initial airing over the Columbia Broadcasting System, Saturday, 14 February, 7:00 to 7:30 P.M., E.S.T. The format features Goodman and Jane Ace in a family situation comedy-drama. This is the same team that for so many years in the past was known to radio audiences as "Easy Aces."

Rounding out the major network shows, "Mr. Ace and Jane" supplement the "Sound Off" program featuring Mark Warnow's Orchestra on A.B.C. each Sunday 4:00 to 4:30 P.M., E.S.T.; Fred Waring and his Pennsylvanians on N.B.C., Mondays and Wednesdays, 10:00 to 10:30 A.M., E.S.T.; and "On the Beam" with Tex Bencke and the Glenn Miller Orchestra on M.B.S., Fridays, 10:30 to 11:00 P.M., E.S.T.

In addition to these major broadcasts, the RS is also sponsoring the well-known platter shows "Proudly We Hail" and "Voice of the Army."

ENLIST VETS IN 3D INFANTRY DIVISION

A plan to authorize enlistments of former servicemen in the 3d Infantry Division has recently been announced by the Director of Personnel and Administration, Department of the Army. Enlistments will be for a three-year period in the 7th Infantry Regimental Combat Team, 3d Infantry Division. The 7th Infantry RCT consists of the 7th Infantry Regiment; 10th Field Artillery Battalion; Co. A, 10th Engineer Combat Battalion; and the 73d Heavy Tank Battalion (less one company).

Nicknamed "Marne Division," the 3d Infantry Division was organized in November 1917. It saw action at Chateau Thierry, participated in the Champagne-Marne offensive, and took part in the Aisne-Marne, St. Mihiel, and Meuse-Argonne operations during the first World War. In the recent conflict, the 3d Infantry Division won glory in four

(Continued on page 4)



Pictorial Supplement

U. S. ARMY RECRUITING SERVICE LETTERS Vol. 2 No. 1



THE ARMY AIR FORCES USE A TRAILER EFFECTIVELY IN RECRUITING

Alert recruiting officers are using a wide range of outlets in promoting the current campaign to build an adequate peacetime Army.

Although newspapers, magazines, and radio stations are being exploited to excellent advantage, recruiting officers now have turned to more spectacular methods. Field reports from the Service Commands indicate good reaction on the part of the general public.

Perhaps one of the most enterprising innovations in the recruiting campaign was developed recently by the Army Air Forces at Scott Field, Illinois—and with a minimum of effort

A Model A3-A, 5-ton truck with trailer was converted into a recruiting station. Normally, these vehicles are used to haul supplies, but, looking at the AAF model, one would never recognize its original purpose. The recruiting officer at Scott Field had the truck and trailer handily repainted and fitted to serve as a station. A public address system was installed, so that, in touring the Service Command area, recruiting messages could be broadcast to the public. The vehicle made a striking display.

By the same token, recruiting officers are using huge street banners, much like the neighborhood veteran flags that were strung from house to house. Billboards, plaques, sporting events—yes, even airplanes are being employed in the campaign to make the recruiting program successful.

In planning the use of these methods of exploitation, the recruiting officer should use good taste and judgment. In other words, while a street banner makes for an eye-catcher, such a display might prove disturbing if it were hung in a quiet, residential community. The recruiting officer should choose his locations judiciously—where his display will be seen by the most people in the shortest period of time.

Normally, the best locations are in the business sections of communities. But here, too, displays should be shown with a degree of consideration; for example, causing traffic congestions by crowding narrow streets and avenues might serve to harm the recruiter's purpose rather than aid it.

Recruiting officers should remember that one really good display is well worth the time and effort that goes into it.

Don't Forget!

THE 82d AIRBORNE AND 2d INFANTRY DIVISIONS—BOTH NEED GOOD MEN

Arms—Recruiting Priority," you'll see that there isn't really too much difference in what was being said then and what we're saying now. For instance, the 1948 article above has a paragraph that reads, "Another stumbling block to overcome in this current attempt to build up Combat Arms is the opinion held by much of the public that members of these units are merely "Foot Slogging" soldiers. A recent study done by the Opinion Research Corporation brought out the fact that the public doesn't completely appreciate the degree of modernization that has taken place in the Infantry, Artillery and Armored Cavalry." Doesn't this sound vaguely familiar of the things we're saying today?

Another article on the same page, however, shows just how much things have changed. It tells recruiters to enlist vets in the 3rd Infantry Division. Today however, we've found out just how hard it is to enlist prior service personnel.

In the early days of the magazine I found an article that told of the "Alpha Test" which was a type of in-

1929 Completes first decade of service

January 1979

1942 World War II brings on name change to "Army Life & Recruiting News"

"Alpha Test" Employed at Tank School

By MARTIN S. DeMUTH

Intelligence Test Helps Soldiers to Train for Most Suitable Vocations.

THE Tank School of the U. S. Army at Camp Mendenhall, Maryland, is called upon from time to time to furnish replacements to Tank Companies throughout the United States. These replacements are for such positions as radio operators, reconnaissance men, and mechanical specialists. The Army, like other large industrial and educational institutions, is using psychology as an aid in selecting the best fitted men for important work.

Most successful Americans attribute the reason for their advancement to the choice of a vocation in which they were able to use their natural ability and inclinations to the best advantage. It is for the benefit of the individual as well as the Army that the instructors in The Tank School subject a man to the Alpha Intelligence Test before enrolling him in one of their many courses which train men for more productive service.

The soldier taking the test is first questioned with regard to his schooling, previous occupation, and earning power. Then he is furnished with a series of questionnaires on which he is to write his answers within a limited time.

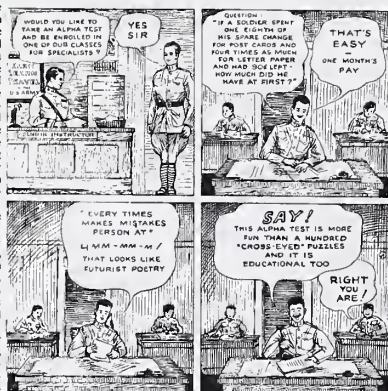
The questionnaires cover a wide range of subjects, including simple arithmetical problems, vocabulary tests, problems designed to exercise the man's powers of observation and questions demanding common sense answers. This test reveals what subjects appeal to the soldier. The senior instructor is able, after looking at the answers, to place him more judiciously in a course that will develop his talents. It sounds reasonable, doesn't it?

In the common sense test, there are sixteen questions. Three answers are printed after each question. The soldier is asked to look at the answers carefully and then make a cross in the bracket before the best answer to each question, as in this sample:

Why do we use stoves? Because—
() They look well.
(x) They keep us warm.

Page Six

() they are black.
Here the second answer is the best one and is marked with a cross. Perhaps you would like to look at some of the other samples:
Why are high mountains covered with snow? Because—
() they are near the clouds.
(x) the sun seldom shines on them.



() the air is cold there.
The feathers on a bird's wings help him to fly because they—
() make a wide, light surface.
(x) keep the air off the body.
() keep the wings from cooling off too fast.
Freezing water bursts pipes because—
() cold water makes the pipe leak
(x) water expands when it freezes.
() the ice stops the flow of water.
Another test of judgment consists of twenty-four mixed-up sentences. The words are *cats row grass* in that order are mixed up and do not make sense, but if put in the right order they would make a sentence: *a cow eats grass* and that statement is true.

Again, the words *horses feathers* have all would make a sentence if put in the order *all horses have feathers*, but this statement is false.

Some of the mixed-up sentences are true and some of them are false. The soldier looks at them and thinks what each would say if it were straightened out. Then if what it would say is true, he draws a line under the word "true". If it is false, he draws a line under the word "false". He is instructed to guess if he is not certain of the answer. Following are samples of mixed-up test sentences: not cut, gunpowder to good is...true...false as sheets are napkins used never...true...false employ...debaters...irony never...true...false Forty sentences are listed to test general knowledge. In the following sentence:

People hear with the eyes, ears, nose, mouth, the correct word is *ears*, because it makes the truest sentence. In each of the given sentences, there are four choices for the last words. Only one of them is correct. The soldier is asked to draw a line under the one of the choices which makes the truest sentence. He is to guess if he is not certain. How would you mark the following sentences?

France is in Europe Asia Africa Australia.
America was discovered by Drake Hudson Columbus Balboa
The Wyandotte is a kind of horse fowl cattle granite.
Bud Fisher is famous as an actor author baseball player comic artist.
Coral is obtained from mines elephants oysters reefs.
The number of a Zulu's legs is two four six eight.
The soldier student is given every possible facility for improving his education. Not the least important features of the Army Service Schools are recreation, quarters, clothing, food, hospital and dental treatment, and regular pay. The soldier earns while he learns.

An article in the 1924 issue of the *Recruiting News* started with the banner headline that read:

1,000-MILE SPEED LIKELY TO KILL.

It told how frail human bodies would never be able to stand the pressure of going so fast. In the words of Lieutenant A. J. Williams, USN, who at the time had just won the Pulitzer Trophy Contest with a speed of 243.67 mph, "I went out cold when I turned the pylons."

What does all this have to do with recruiting? Well in the 20's the articles in the magazine ran at about 50 percent recruiting oriented and about 50 just general interest. However, in the photo below you'll notice a very happy recruiter accepting the keys to his 1936 Sedan. Let your gaze wander along this machine until you come to the banner that reads "UNITED STATES ARMY RECRUITING AGENT." What recruit of the time could have resisted a man that drove around in such a snazzy car?

In the lower right-hand corner of this page is an idea that could be helpful to you as a recruiter. Master Sergeant John Nove of Cleveland, Ohio, apparently talked a theatre manager into going along with the idea of putting the Army's name up in lights after the drive-in was closed for the winter. This is an idea for those of you to try in colder areas of the country where drive-ins do close for the winter. (Editor's Note: If any of you do give it a try, drop us a line here at the A/I

service ASVAB because the soldier requested the test after he was in the service. The test determined if he was qualified for one of the specialties being offered at the time. Completely opposite from the way we do things today, but considered very advanced for its time, the "Alpha test" asked such grueling questions as "Why do we use stoves?" and allowed a multiple choice of—

- () they look well.
- () they keep us warm.
- () the air is cold there.

Or how about this mind boggler:

The feathers on a bird's wings help him to fly because they—

- () make a wide light surface.
- () keep the air off the body.
- () keep the wings from cooling off too fast.

Needless to say, entrance tests have become more difficult since then.



1945 Recruiting letter started

1948 "Life of the Soldier and Airman" born

Volunteer and let us know how it's working. Also watch for an upcoming issue of the *All Volunteer* which will discuss some of the ways other recruiters have used drive-ins to reach their market.)

The older magazines seemed much more like today's *All Volunteer* than the issues from the fifties and sixties.

For instance, some of the early magazine articles included "Recruiter Sponsors Essay Contest" (from the August 1932 issue).

In the May issue of the same year an article called "A Century's Difference" told of the problems in 1833 of getting enlistees to fight the Indians.

Another issue earlier in that same year told the story of how George Washington performed as a recruiter. According to the story, on 16 January 1754 LTC George Washington was detailed for recruiting. In a letter to Virginia Governor Dinwiddie, Washington wrote, "Some of the first enlistees knowing of the policy of His Majesties Soldiers to be paid once a week or

every fortnight, are very importunate to receive their due." He went on in the letter to plead for clothing and other necessities. There is no truth to the rumor, however, that when the clothing did arrive it was either two sizes too big or one size too small and that a messenger came through and told the soldiers that their pay checks had been chewed beyond recognition by the computer. However, recruiting in those early days did have its drawbacks.

Other articles told the story of successful recruiters and how they did their jobs. This exchange of knowledge probably has been and always will be the most important function of this magazine. It allows recruiters in Maine to know what the latest techniques are in California. It tells the recruiters in the industrial metropolitan areas how tough it is in Bogulusa, Miss., and vice versa.

The article on page 20 comes from the *July 1927* issue and tells ways to meet and talk to applicants. You'll be surprised at just how much it sounds like



U.S. ARMY – Anyway You Look At It



1948 Name changed to "Recruiting Journal"

1950 "Journal increased from 16-page to full size

Methods of Approaching Prospects

By 1ST LIEUTENANT E. P. LUKERT, INF. (COL)

A SUCCESSFUL sale is dependent upon an intelligent approach. The approach is such an important link in the chain of good salesmanship that a study of it alone is next to impossible.

There are two kinds of salesmen—real salesmen and order takers. The two classes need no introduction to you—you've met both.

The salesman is the gentleman who convinced you your present car is the best darn automobile on the market and that its possession by you was essential to your future happiness and prosperity. He even convinced you that the new rubber on the car you turned in was valueless; that the motor was a junk heap and the chassis a wreck. He even made you feel ashamed of yourself for offering it in trade. Far be it from a good salesman like that to ask that you buy a new car. His only apparent interest was to show you how much better his car was than all other makes put together, and when you warned him that you had no idea of buying right at that time he heartily agreed with you. He really didn't want you to buy—but you later insisted and he willingly complied.

The order-taker is the novice. He may develop into a good salesman, but the chances are against it. He's the fellow who busts into your office during rush hours and insists on shaking hands, after which he says: "I'm selling the Bunkus Shelf of Books for only \$50.00. Are you thinking about buying a set of books today?" Your answer is no... NO!

Do you perceive a difference in the methods of these two men? The first was not interested in a sale—he merely wanted to enlighten you as to the merits of his product. The second individual wanted to SELL you something. Throw him out! The difference is in the approach, for a sale was the ultimate object of both.

The intelligent approach creates interest—the haphazard approach creates sales resistance. The former (interest) leads to desire and from desire to possession. The latter leads to failure—for the creation of sales resistance is an impassable barrier for all time.

Our street canvassers are supposed to be salesmen. Their mission is to sell the service. We encounter the same problem in our selling campaign as the average promoter of a relatively unknown commodity. Everybody knows

the United States maintains an Army—true—but how many realize that an enlistment in the Army is a term of profit to any young man whose services can be honestly spared from home? Disseminate this information and the Army will sell itself—for thus we create interest.

The trouble with our canvasser is that he attempts to sell rather than demonstrate. He asks the prospect whether or not he is thinking about enlisting in the Army and the invariable answer is no.

Your canvasser should be taught to create interest—not to sell. The sales will take care of themselves.

Any canvasser who intelligently approaches five likely prospects a day will average over ten enlistments per month.

Any canvasser who fails to make his quota under favorable conditions is not a salesman—he's an order taker or a bungler. The fault may be his or yours, either or both, for the Army is a good selling proposition.

REMEMBER that the approach is designed to create interest and must be intelligent. You can stop a dozen men rushing to make a train and all you will get is a growl. Do not canvass the man who is going some place. The chances are he is in a hurry and has something important under his hat. He is certainly in no receptive frame of mind. Likely prospects should be approached when leisurely strolling along the street, window shopping or going to and from their work at noon-time. A man who is window shopping has nothing else better to do for the time being—likewise the fellow who stops to look at the pictures on your "A" sign. The prospect should be "Sized Up" and the approach should be

in keeping with the estimate. If he looks as if he is out of work a good opening would be to ask if he was still employed at the stock yards—and followed up with working conditions found thereat. Inform him later that soldiers have a lot of spare time in which to improve their minds or loaf. If he is gazing at a baseball scoreboard, make a remark about his interest in the game. Later arouse his interest by telling him that soldiers play ball every afternoon. The way to approach a man is not to talk about the service but rather about the prospect. People like to talk about themselves. They find it an interesting subject. Bring up the subject of employment, opportunity to travel, chance to play ball, or opportunity to save for old age at the first opportunity and when you have accomplished this you will find yourself deep into the sales talk, comparing his present job or prospects with those in the Army. Do not ask him to enlist.

Create interest and sales will take care of themselves.

A follow-up letter sent out from this office some time ago cautioned a reader to make up his mind to enlist now rather than wait until "to-morrow." We all know that to-morrow never comes. It is the fool's paradise. The fool puts off until "to-morrow" the things he should do today. He says: "To-morrow I'll get up nerve enough to make a high dive into the swimmin' hole." He fails to appreciate that the longer he puts it off, the harder it is to accomplish. The cure is to take a grip on oneself and compel immediate action.

Just as tomorrow is the fool's day, today is the wise man's opportunity. The men who do things don't put them off until tomorrow. They do them NOW! Those left for tomorrow represent lost opportunities.

How many opportunities do you pass up every day? Do you ever say to yourself: "It's too hot to do anything today. I'll hunt up a nice cool spot and canvass more earnestly tomorrow to make up for it?" We are all tempted to say such things, but remember that the wise man, although he thinks such things, heeds them not. Such a temptation is more apt to make him be up and doing at that very minute he feels like laying down on the job. It's a challenge to him and he accepts it.

If you would play the fool, put off until "to-morrow" the things you should do today.



A Pet in Panama
Soldiers on Duty in Canal Zone While Away
Their Leisure Hours Training Local Fauna

Page Five

recruiting today.

The cute little round picture at the bottom of the page has absolutely nothing to do with the story, but was a common way during those times for editors to fill space.

The article to the right on this page tells a first termers story of why he wants to remain a part of the Army. His reasons are the same as many of the first termers reenlisting today: job security, free medical care and a sense of doing one's duty for his country.

In the photo below, from the 1956 *Recruiting Journal*, one of the early Army exhibit units looks not altogether different from what you can get today. The magazine was quick to point out that the exhibit wasn't being used as much as possible, and that was probably the last picture to be taken of an Army Exhibit Unit not on the road.

On the last page of this "60-Year Salute to the Recruiting Journal" we'd like to delve back into time one last time to show you three articles that are as relevant today as they were when they were written.

"The above average and superior canvasser can secure recruits in any district and in any town. Why? For the reason he wants to make good and knows how. No district is different than any other in this respect." This passage comes from the August 1925 issue of the *Recruiting News*.

However, a paragraph not more than a few sentences later showed the need for good officers as not

Why I Shall Reenlist

By a First Enlistment Soldier

ONE year sped by, then another, and now the third is in its waning days. Within a fortnight I shall have completed my first enlistment in the Regular Army of my country. Then I shall be faced with the making of the all-important decision that every three years confronts the United States soldier, and on which his entire future may depend. I must follow one of two courses. Should I reenlist and wear for another three-year period the olive drab uniform that has come to mean so much to me; or, should I return to civilian life, better prepared to assume my responsibilities as a man and an American citizen by virtue of the military training and educational knowledge I gained during the past three years?

After careful consideration, I find I am firmly convinced that I can seriously entertain no other intentions than to remain a soldier, to strive for success in civilian life was impelling enough to cause me to give the possibilities serious consideration. But they failed to outweigh, in my mind at least, the opportunities and advantages available to every soldier of the Regular Army.

Truly enough, my prospects of successfully obtaining an excellent livelihood as a civilian are substantially increased over those I possessed three years ago. In the Army I have grown into a man after having enlisted as a boy who knew little of the essentials for a successful campaign against the obstacles of life. It has taught me to care for myself, to present always the neatest appearance possible, to respect my superiors, and to take orders and hard knocks with a smile. It gave me the privilege of learning, at no personal expense, a trade I can successfully follow should I leave the service.

Three years ago I entered the Army with little knowledge of these assets, except the rosy picture painted by the recruiting sergeant. Today I know, through personal experience, of the many attractions of the life of a soldier. These advantages are too extensive to overlook. Most important is the security enjoyed by the Regular Army man—continued employment week in and week out and a life minus the many serious problems periodically confronting the average in-

dividual, such as living expenses, and doctor's bills.

In the Army my monthly salary is entirely my own to save, or to spend, as I alone desire. The healthful living conditions and medical care of the soldier minimize possibilities of sickness, but even in an emergency there are no doctor's or dentist's bills to pay. Free medical treatment, by only the best of physicians and nurses, in a modern Army hospital, is just one feature enjoyed by the soldier.

As may be expected of the "short-timer," the periods of deep thought I have devoted to considering my problem frequently developed into hours of simple reminiscing. I recalled many interesting features of this, my first "hitch" with the Regulars. I had often heard the old-timers refer to the first three years as the "hardest," but to me they were three very pleasant years that I shall always remember.



Often times my thoughts assumed a nature so realistic that I actually seemed to be reliving the scenes they recalled. I pictured the day I hiked to the recruiting office. Once again I seemed to attain my thrill at taking the oath and realizing that that solemn rite created a soldier of me. The Regular Army comprises some 165,000 men and that day, it seems, I found 165,000 buddies. Then I would bring to mind the following day when I gained my first glimpse of the commodious barracks and scenic surroundings that have now been my home for just short of three years.

My mind developed imaginary pictures of myself as I first entered the Army reservation, suitcase in hand. I couldn't resist a chuckle at the wide difference between the person I am today and the one I was three years ago. I was then a slim, awkward individual, tipping the scales at some twenty-five

pounds less than my present weight, obviously awed at the rhythmic efficiency of the military operations that ushered me into my company and later supplied and equipped me. For a few days I regarded every wearer of a uniform, regardless of rank, as one far above my scope, never considering that some were recruits like myself.

Within a few hours I, too, was the proud possessor of a uniform. With its issue came a fuller realization that I was a soldier, a Regular in whom my country entrusted the protection of its flag, its lands, and its people.

Although those first weeks were perhaps the busiest of my life, I enjoyed them. Even the recruit drill developed into something of a contest as the spirit of competition enveloped me and the other recently enlisted men. I noticed the keen interest in our advancement displayed by the veterans of the company. Any soldier takes pride in the capabilities of his unit on the drill field, during maneuvers, or on the range. Soon we were to be installed as active members of the organization—ample reason for their interest in our progress at drill or the manual of arms.

Similarly my thoughts dwelt on other highlights and experiences of those three years. There was that first parade in the city on Army Day, 1936, when we marched down Fifth Avenue in time with the martial strains of the regimental band. One of the greatest thrills of my young life resulted as the thousands along the line of march nodded their approval as we proudly swung past. It was on the same Avenue

I recalled my debut on the rifle range. Like most recruits I had feared the recoil of the service rifle, but after one shot, I realized that target practice was great fun. Veterans and rookies alike had but one thought in mind, those days, and they left no stone unturned in their efforts to realize the goal of an infantryman, to qualify as an expert marksman. Even those already wearing the medal awarded experts, were in deadly earnest to repeat and thus aid their company in establishing a fine record on the range. I entertained another great thrill when my name was posted well up on the list of those to receive prize money for their marksmanship ability.

(Continued on Page Eighteen)

U. S. ARMY EXHIBIT UNIT ready and willing to roll

Army Exhibit Unit Tentative Schedule

The following is a tentative schedule of the U. S. Army Exhibit Unit tours for the 1956 season. You will note it is practically in a hiatus period, not because it isn't available, but because there have NOT been enough requests to keep the units on the road.

These Exhibit Units have paraded before an estimated attendance of more than 7,500,000 persons during the period July 1 to September 30. This is a very con-



1959 40th year of production

1962 Name changed to "Recruiting and Career Counseling Journal"

Recruiters and Recruiting Duty

By Captain LELAND W. SKAGGS, Infantry, DOL, in the Richmond Recruiting Bulletin.

ANY good soldier can make good on recruiting duty if he will work hard and forget petty jealousies. I have in my experience on recruiting duty talked to hundreds of recruiters and have mentally marked them as below average, average, above average and superior.

The recruiter who is marked below average is the soldier who is indifferent to this or any other kind of work. He is the man who continually severs from one to four recruits each month. The below average recruiter usually does not care if he secures recruits or not—so long as he receives pay each month he is satisfied. He cares nothing about promotion or his organization.

The average recruiter (we have a great number of this class on recruiting duty. Why?) enlists from five to eight men a month and quits. He is usually a clock gazer and spends his time wishing that each day were the 30th of the month in order that he might draw his pay.

He knows as a rule very little about the Army, where the regiments are located, the nature of the climate at different posts or whether or not fishing, boating and athletics are featured. He simply states to the prospective applicant, "Hey boy! What do you say about signing up with Uncle Sam's Army, where you get three squares a day and a place to sleep?" Mark you, when the canvasser yells "Hey ho," it is usually a ho he is hailing. An average recruiter should not be retained on recruiting duty.

The above average recruiter—he is a he-man, one you can rely upon, a consistent producer month in and month out. Too much praise cannot be heaped on him, and he deserves a great amount of it. Why is it that a certain few men become above average and superior recruiters?

This question is easily answered. It is because they know where every organization in the Army is located, what trade such organization teaches, what the climate is at the various posts. They study psychology, they study the Army, they work day and night, and above all they do not have time to worry about promotion.

Of the 29 recruiters in the Richmond District, 26 are above average and superior. They do not know what an eight

Richmond Recruiting Officer Explains Make-Up of a Superior Recruiter, and Method of Becoming One.

hour day means. Sixteen hour days are not unusual for them, and they love it. These hours are not imposed by the recruiting officer—they are self-imposed. The only growl these men have is when they fall below ten enlistments a month, which is seldom. Of course, all of these 26 are not active canvassers. Some are clerks, track drivers, etc. However, they demonstrated their ability to secure recruits before being placed in the main office.

The above average and superior can

necessary that they go. They keep good men out and eventually the above average and superior recruiters will say, "What is the use of working so hard when some of these birds get away with murder?" We should be able to keep the Army filled with case, but to do this we need the support of every officer and soldier in the Army.

Some of the thousands of separations from the service could be avoided if our organization commanders would study out a plan whereby it would be a pleasure to remain in the post and the regiment. All work and no play makes a dissatisfied soldier. When good men are enlisted and assigned to an organization, the first day of duty of that recruit

should be the one to start re-enlisting him, for first impressions are lasting ones. I remember that a certain commanding officer at Jefferson Barracks issued orders that all trains would be met by a NCO from the receiving barracks to take charge of all incoming recruits, and that the NCO should personally see that the new recruits were given something to eat and drink and a good place to sleep immediately upon their arrival. I may add that the commanding officer was ridiculed—of course, not in his presence—but why was he ridiculed? Simply for the reason that he was human and knew his stuff. Incidentally, he was a commanding officer whom any soldier would go to hell for.

Getting back to recruiting, I hope that every canvasser will read the above and try to make an honest-to-goodness, hard working, above average or superior recruiter. It is easy. Forget your imaginary problems. Forget that someone has it in for you. Forget that the "old man" is hard-boiled. Perhaps he is; if so, perhaps you are the cause of it. Had you considered that part of it?

Let's all of us in the Army get behind the recruiting game and boost it. Help your men who are on recruiting duty. Let me tell you this—24 hours on recruiting duty are harder than 30 days in the line. If you don't believe that, try it. But could you qualify as an above average or superior recruiter? Be sure before you ask for recruiting duty—if not, lay off of it.

Corps Area	a	b	c	d	e	f	g
1st	4373	2909	4400	3000	99.3	96.9	6/3
2nd	7068	4615	6500	4700	108.7	98.2	6/12
3rd	6600	4718	5600	3900	118.0	120.9	5/28
4th	6672	5110	5700	4000	117.0	127.7	5/18
5th	6988	4193	6000	4200	116.4	99.8	6/11
6th	6102	4405	5600	3900	108.9	112.9	7/22
7th	6829	5000	6700	4900	101.9	116.3	7/11
8th	6263	3976	5000	3400	125.2	116.9	5/29
9th	4947	3550	4500	3000	109.9	118.3	
	55,851	39,176	50,000	35,000	111.7	111.93	

Explanatory:

a—Applications received by July 20.

b—Number accepted and ordered to camp.

c—Minimum objective.

d—Number to be trained.

e—Percentage of quota (applications).

f—Percentage accepted of number to be trained.

g—Procurement discontinued.

vastar can secure recruits in any district, any city, any town. Why? For the reason that he wants to make good and knows how. No district is different from any other in this respect. Just as many recruits can be secured in one corps area as in another. I will admit, however, that a great deal depends upon the corps area and district recruiting officer.

The 3rd Corps Area, in the fall fiscal year enlisted 8,430 recruits, all of them, with probably a few exceptions, quality recruits. Our corps area recruiting officer, however, is a live wire and knows the game, and before being corps area recruiting officer was a successful district commander.

It is sometimes hard to get rid of useless recruits, but it is absolutely



STUDENTS RECEIVE A GENERAL KNOWLEDGE OF THE CHARACTERISTICS OF COPIES OF THE M113 ARMORED PERSONNEL CARRIER AND THE M1C ARTILLERY GUN.

vehicle need the skilled mechanic who keeps it in working order at all times. Uncle Sam's need for well-trained track vehicle mechanics is great, and the opportunities for an auto motive-minded enlisted man are abundant in this field.

The Track Vehicle Mechanic Course (17R-632.2) is part of a new concept of progressive maintenance training instituted by the United States Continental Army Command. This program is designed to span the career of the enlisted maintenance specialist. It is a type of cooperative or integrate education in which formal schooling is followed by on-the-job training and one in which prerequisites and ability are career steppingstones.

The maintenance career program begins with a Wheel Vehicle Mechanic Course offered at six of the seven U.S. Army Training Centers. Satisfactory completion of this course is prerequisite for a soldier to attend the Track Vehicle Mechanic Course, which is followed later by the Master Mechanic Course and the Motor Sergeant Course, thus completing the career school program for personnel in the organizational maintenance field.

Other prerequisites include normal color perception, nine months or more of active duty remaining after completion of the course, and a standard score of 90 or higher in motor maintenance aptitude tests.

To earn the 632.2 MOS, selected trainees spend seven weeks at one of the three Army schools responsible for turning out track vehicle mechanics: U.S. Army Artillery and Missile School, Fort Sill, Oklahoma; U.S. Army Motor School, Fort Knox, Kentucky; and U.S. Army Infantry School, Fort Benning, Georgia.

At Fort Benning the course is taught by the Mobility Department. The purpose of the instruction is to qualify enlisted personnel to perform organizational maintenance on recovery of track vehicles common to combat arms battalions or squadrons. About 90 percent of the instruction consists of practical exercises in which students actually perform maintenance and repairs on track vehicles. A total of 26 hours of instruction, excluding nonacademic hours, is given before a trainee is qualified for assignment to a unit in the field. Upon graduating, the track vehicle mechanic may work any place in the world where the Army has stationed its mechanized units of the Armor, Artillery, Infantry or Armored Cavalry branches.

a passing thing: "I will admit, however, that a great deal depends on the corps area and district recruiting officer." *The Recruiting and Reenlisting Journal* started a regular feature on MOSs in the September 1976 issue. In doing our research for this issue we found that our back covers featuring hard-to-fill MOSs is not exactly a new idea.

The MOSs in the lower left corner of this page comes from a January 1965 issue of the *Recruiting and Career Counseling Journal*. While the articles were much the same as those written today, they usually relied heavily on copy and lightly on photos. The *Journal* had no color then so all the jobs looked rather bleak. Back in March 1925 the *Recruiting News* featured an article on a subject you'll recognize—REACT. While not called REACT, the system was essentially the same.

While *The Bulletin*, *The Recruiting News*, *Army Life and Recruiting News*, *Recruiting and Career Counseling Journal*, or another of the various names the magazine went by, each had its own unique style, they still had one thing in common, a desire to serve the recruiter.

Don't be fooled by a mere name change, because like its predecessors, *All Volunteer* will continue to be the tool of the recruiter.

Direct Mail Publicity

By Major A. G. RYAN, Chief, Recruiting Publicity Bureau.

ANYTHING that can be sold can be sold by mail. That has been repeatedly proven. That this also applies to our Army selling problems is being demonstrated right now by a few groups who see the possibilities. But I venture that few in the service have given this valuable form of publicity much consideration, for at first thought its application to the Army does not readily appear. We all know the tremendous success of mail order houses and other firms which depend largely on the mail for their sales, but only those who have investigated know the extensive use of direct mail by the large corporations, banks, insurance companies, and public utilities who see in it a most powerful means of building up the background of good will so essential to the success of their business.

That may be all right for business, you say, but—how can it apply to the Army? Our problem is so different—what is it? Our Army publicity has two general purposes: (1) To inform the public of the Army's role in time of peace and to secure adequate support (Good Will). The latter is the background of institutional publicity, the effectiveness of which will determine the success of the former; for it is the means of overcoming our sales resistance and stimulating a demand for our service which will be reflected in increased applicants for enlistment, etc. It is so important that it would be classed first except for the fact that it is more intangible, more indirect in its effects and thus less readily appreciated by the layman than our straight recruiting publicity which is directly aimed and easily recognized.

Now in business we have the same thing: demand must be created for the company's merchandise or service. Various advertising media may be used to accomplish this purpose, and one or two leaflets of information concerning the various regiments for which he is accepting applicants.

Anything That Can Be Sold—Results Have Shown Us—Can Be Sold By Mail

its customers. In some successful businesses this important item of publicity material or good will has been worked up to an asset worth several millions of dollars. No matter what the business is, however, these fundamentals always apply (if successful for any length of time) so if we are going to view our Army sales problem sensibly we must admit that it has a true analogy in business, particularly the larger public utilities, from which we can learn much in this respect.

This mailing system was inaugurated in December, 1923, and at the present time there are nearly 4,500 names on the list, each being a prospect who has been spoken to by some member of the party and is, as far as can be ascertained, eligible for enlistment. With his weekly report each canvasser turns in the names he has collected during the week. The photograph on this page illustrates a single month's mail which filled two and one-half standard mail bags.

Another splendid example of the follow-up by direct mail is the system used at Fort H. G. Wright, New York, where the percentage of reenlistments has been remarkably high. It follows:

(a) If a soldier is determined not to reenlist his expected address after discharge is secured and he is requested to leave a forwarding address in case he should move.

(b) Non-commissioned officers of the ex-soldier's old company write to him to keep in touch with his welfare and progress in civil life. They also advise him of happenings in his old company.

(c) Companies maintain card index of all enlisted men with complete information which will form the basis for writing by the periodical letters to the ex-soldier, in order to induce him to reenlist.

The opportunities for the use of direct mail in Army recruiting are limited only by the hours in a day and the imagination of the company commander or recruiter's initiative. The use of this medium should not be confined to the Regular Army by any means. It is equally applicable to the National Guard, Organized Reserve and CMTC. A few suggestions follow:

1. Series of follow-up letters to recently discharged soldiers to induce reenlistment.

2. Carefully worded letters and recruiting sales literature to selected lists of prospects for original enlistments.

3. Parents' notification card to be sent home by recruiting officer when applicant is accepted.

4. Parents' notification card to be sent home by company commander when soldier joins, is promoted or in any way distinguishes himself.



Atlanta's Mail to Prospects Each Month

What has this to do with direct mail? Just this: that business of all kinds is increasing its use of direct mail by leaps and bounds which stagger the imagination, whereas we, with a similar problem, unlimited opportunities and no postage to pay, are doing next to nothing. However, there are a few pioneers in this form of publicity and one of them is the Atlanta, Georgia, recruiting headquarters. Once each month Lt. James F. Morrison, FA, DOL, has sent a letter to the prospects on his mailing list, accompanied by a statement of present vacancies, a pay table, a list of the general requirements for enlistment, and one or two leaflets of information concerning the various regiments for which he is accepting applicants.

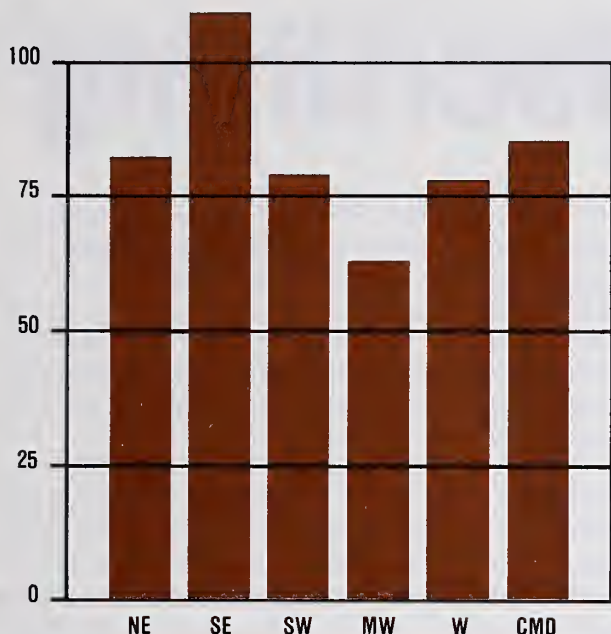
MOS 632.2 THE TRACK VEHICLE MECHANIC

Man
with a
Future

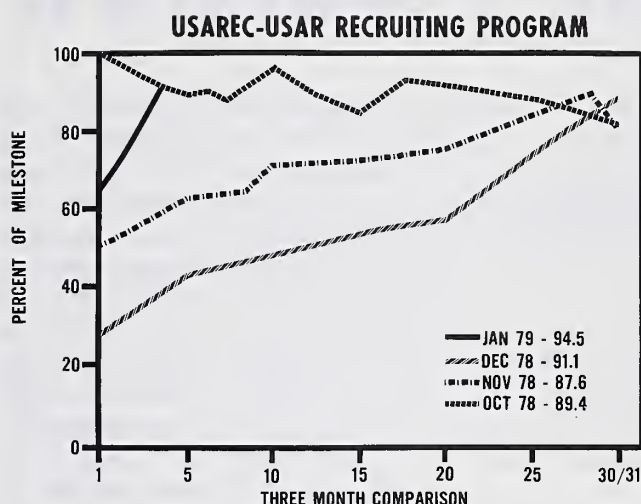
GETTING NEEDED manpower and weapons into crucial battle areas fast is essential in modern combat, and today's Army has put a good part of the responsibility for this tough, important assignment on the track vehicle. Tanks, armored personnel carriers, self-propelled howitzers and scores of other machines move the soldier over rugged terrain and provide him with adequate firepower and protection, thereby enabling him to accomplish his mission: to meet and defeat the enemy. Just as the infantryman needs the track vehicle, so does the



Q-2



Region school diploma grad mission accomplishment (acc + DEP) through 11 Dec.



Percentage of objective accomplished for shipping months indicated.

QUALITY & QUANTITY

The following is a list of DRCs ranked according to their degree of success with the year-to-date objective.

NOVEMBER

QIPS credits/recruit

QIPS credits/recruiter

SERRC	6.69	SERRC	27.32
NERRC	6.32	SWRRC	13.99
MWRRC	5.98	NERRC	11.31
SWRRC	5.93	MWRRC	11.29
WRRRC	5.78	WRRRC	9.87

1. Columbia	7.20	1. San Juan	38.13
2. San Juan	7.13	2. Raleigh	36.38
3. Montgomery	7.09	3. Columbia	34.52
4. Jacksonville	6.98	4. Atlanta	33.99
5. Richmond	6.86	5. Montgomery	32.34
6. Raleigh	6.81	6. Richmond	29.27
7. Miami	6.77	7. Jacksonville	28.21
8. Atlanta	6.66	8. Miami	26.50
9. Honolulu	6.62	9. Honolulu	24.90
10. Cincinnati	6.49	10. Jackson	24.15
11. Salt Lake City	6.17	11. Baltimore	20.33
12. Jackson	6.04	12. Charlotte	19.27
13. Charlotte	6.01	13. Nashville	18.18
14. Baltimore	5.88	14. Louisville	16.62
15. Nashville	5.74	15. Cincinnati	15.86
16. Albany	5.66	16. Salt Lake City	10.29
17. Louisville	5.41	17. Albany	9.75

** Only those DRCs that accomplished their quantitative objective each week during the reception station month beginning 31 October and ending 27 November 1978 were eligible for consideration.

The following is a list of DRCs ranked according to their degree of success with the weekly objective. The DRCs are listed alphabetically within categories.

DRC	YTD %	Wks-100%	DRC	YTD %	Wks-100%
1. San Juan	125.6	10.10	29. Denver	72.3	1.10
2. Atlanta	111.8	10.10	30. Harrisburg	72.1	2.10
Jackson	111.8	10.10	31. Pittsburgh	71.6	1.10
4. Miami	109.7	10.10	32. San Francisco	71.5	1.10
5. Baltimore	109.6	10.10	33. Los Angeles	71.4	0.10
6. Raleigh	108.0	10.10	Sacramento	71.4	1.10
7. Columbia	107.8	10.10	35. Oklahoma City	71.2	1.10
8. Salt Lake City	105.8	10.10	36. Philadelphia	70.9	1.10
9. Jacksonville	105.5	10.10	37. Fort Monmouth	70.3	0.10
10. Montgomery	105.4	10.10	38. Cleveland	69.8	2.10
11. Richmond	104.2	10.10	39. Long Island	69.5	0.10
12. Cincinnati	103.5	10.10	40. Seattle	69.3	2.10
13. Charlotte	103.1	10.10	41. Niagara	68.1	2.10
14. Nashville	100.2	8.10	42. Peoria	67.7	2.10
15. Honolulu	100.0	9.10	43. Phoenix	67.4	1.10
16. Houston	95.9	5.10	44. Albany	67.0	4.10
17. Chicago	93.6	6.10	45. Boston	66.8	1.10
18. Santa Ana	93.3	6.10	46. Indianapolis	65.1	1.10
19. Little Rock	84.8	7.10	47. Kansas City	64.8	1.10
20. Syracuse	84.3	4.10	48. Lansing	63.2	2.10
21. San Antonio	83.7	2.10	49. New Haven	63.1	1.10
22. Albany	83.6	4.10	50. Portland	62.9	1.10
23. Beckley	83.5	5.10	51. Dallas	61.9	2.10
24. St. Louis	83.0	7.10	52. Columbus	59.5	0.10
25. Louisville	82.9	6.10	53. Des Moines	55.8	1.10
26. Newburgh	81.6	1.10	54. Detroit	52.1	0.10
27. New Orleans	80.6	3.10	55. Omaha	41.4	0.10
28. Concord	77.8	2.10	56. Minneapolis	40.4	0.10
			57. Milwaukee	35.0	0.10

The underlined DRCs were at 100 percent of objective for high school diploma grads (male) through FY-78.

The POWER of Positive Recruiting

By **MEDA USRY**
Jackson DRC

All recruiters, like all men, are not born equal; but with the proper training, dedication, and practical application of sound recruiting principles it is possible for them all to enjoy the same achievements, and a like measure of job success.

SFC Loyal D. McCammond, one-man-station field recruiter of the Blytheville, Ark., station has one thing going for him that all recruiters would find helpful. He is the proverbial proponent of positive thinking; **and**, he is never without a warm smile and/or an enthusiastic handshake, and an open countenance which registers immediate interest in his prospect — the sum total of which lends him instant credibility; a very important commodity in the face of current national trends.

To give you an idea of the degree of success his natural attributes, his training and experience, and his personal aggressiveness have achieved for him, read on.

In the first place, SFC McCammond is a "new" recruiter, having been on production for only ten months, but he met the criteria for his first sapphire star in one-third the time allowed!

SFC McCammond enlisted 81 young people in the DEP in '78; his DEP objective was only 39. (His monthly average enlistments in the DEP was eight.) During FY 78 he recruited 45 enlistees for active Army duty, although his assigned objective was only 28.

For seven consecutive months SFC McCammond has averaged an award per month. He was selected as Recruiter of the Month for three consecutive months, and top Recruiter of the 3rd Quarter.

Oddly enough, SFC McCammond goes about his recruiting quietly and efficiently, with a minimum of hassling from any source. It could be he just has not had time to complain and still get the job done, or maybe his particular area is a recruiter's paradise, but that is highly doubtful. In any event, if he has ever registered dissatisfaction in any area, only his PDNCO knows for sure.

Now, SFC McCammond is from the Midwest, Turon, Kansas, to be exact; and the southern part of the U.S. is sometimes referred to as "the sleepy south," and it is true the pace is somewhat slower, the lifestyle somewhat simpler, and the pressures less intense in some ways, but someone obviously failed to clue this midwesterner in to those old bromides.

The writer had occasion to visit the Blytheville RS recently and our opening conversation went like this:

"How do you like Blytheville?"

"Love it!"

"How are the people here?"

"Salt of the earth!"

"How about the local CI's?"

"They just couldn't be nicer or more cooperative."

"How about prospects?"

"Absolutely no problem . . ."

(His only request was for 50 copies each of three standard forms).

He was appreciative of the A&SP visit, and had nothing but praise for the support he receives from that area. It did not take long to ascertain that he expends his total strength and energy recruiting in an area he likes, among people he admires and respects, for a cause in which he believes — the US Army. But it did not just turn out that way, because his positive attitude is so readily discernible it is contagious! And this obvious positive attitude has to be the primary source of his success — and it consistently works for him in the way he goes about his daily operations.

There is an old story about an optimist and a pessimist looking at a half-glass of water; the pessimist said, "Look, that glass is half empty," and you could bet your last referral that SFC McCammond would be the optimist who found the glass half full.



How to sell hard to sell Reserve skills

By P. J. ROBERTS
Columbus DRC

The phone rings—it's the Midwest Region Reserve Operations Office asking for the Reserve standings for the month. Captain Jack Kramer, Reserve operations officer of the Columbus DRC, turns to the statistics board on the wall behind him and methodically relays the standing of the various recruiting areas.

If there is a shortfall reflected in the "stats," it can generally be attributed to the "fallout" of applicants who are processing for one of the hard-to-sell Reserve skills, specifically the medical, legal and bandsman options.

Why are these skills hard to sell?

"It takes a particular motivation and discipline—a person who is goal oriented. These are skills which require a considerable length of training and experience," explains CPT Kramer, "in some cases, up to as much as 50 weeks of training."

"School quotas are sometimes a problem," he continued. "Occasionally a recruiter will have a qualified applicant only to find he can't get him into the desired school."

In the field, SFC Carol Roller, Reserve recruiter in the Springfield area, reaffirms the statement of CPT Kramer. She says that the problem is not in selling the hard-to-sell skills, but in finding someone who meets the qualifications.

Another problem arises with experienced prospects. Qualified legal clerks who meet the training and experience requirements are usually earning a salary next to which the additional income is almost meaning-

less. Unit location also enters the picture. In her area, the unit requirements for people in the legal and medical fields is very limited. Enlistment in other skill areas is sometimes unacceptable to such skilled applicants. Thus, qualified people in these fields in her area must be willing to drive about 70 miles to the nearest unit in which their skills can be used.

"Distance and current income do pose a problem in my area," remarked SFC Roller. "I generally try to sell them on patriotism or retirement benefits."

Distance to the Reserve unit does have an impact on recruiting.

Staff Sergeant Bob Jackson, Reserve recruiter in the Newark area, has a distance problem, however, not nearly so great as SFC Roller's.

The Newark area has no Reserve unit and is an approximately 30-minute drive to Columbus. Jackson finds that generally most people are willing to drive the 30 miles once a month when you present the facts on additional income, the various benefits, and experience.

Jackson uses the Army Occupational Handbook as a visual aid. He explains it to the applicant as a general look at the various job fields in the Reserve, being cautious not to sell any particular job or option.

He feels the handbook is especially helpful when dealing with an applicant who either has the capacity to pass the mental test or the experience to qualify for the hard-to-sell skills. "It gives them some idea of alternatives."

When he finds an individual is interested in a certain job, he explains that the particular job may not necessarily be available and turns to the page showing the various jobs in that general career field. "This way

the prospect has some idea of what else might be available in case he can't get his first choice. I let the guidance counselor do the selling on the particular jobs since he knows what is available in a certain time frame for basic and AIT."

To sell people into the Civilian Acquired Skills Program (CASP), you really have to define what is in it for them, as usually they are already employed and making a decent income.


He says the subject of time away from the job for basic and AIT and yearly obligations invariably arises when talking to prospects about the CASP. Here, too, he finds a positive response.

"Many employers look at the Reserve as an asset, a way to improve, as it offers additional training and experience in working with other people in the same job field," he explains.

Another advantage which Jackson feels the Reserve offers is contact with peers in your own job field. "It is a way to meet other individuals with your own interests."

"Many people inquiring about the CASP hold a college degree and ask about joining as an officer," he continued. "In these cases, I explain that if the individual enters the Reserve at the E3 or E4 level, he can work toward an officer commission through OCS. More times than not, a unit will seek new officers from its enlisted ranks."

Selling the Reserve hard-to-sell skills takes a special approach; it takes special people. Two way communication and a positive attitude are imperative.

The problems associated with the hard-to-sell skills are many and varied, but all have a solution. 



Re-Update

By SGM VERNON WHITMORE
Senior Reenlistment NCO, HQ DA

Hope you all had a happy holiday season and are ready to go for another year.

Personnel changes: COL David White, chief of the Recruiting and Reenlistment Division was reassigned as deputy commander of Western Region, USAREC. COL Mildred Hedley replaced COL White. COL R.W. Eisenbarth, chief of Review and Analysis Branch was promoted to that grade 1 December and reassigned to the office of the Vice Chief of Staff. LTC Jewell replaced COL Eisenbarth. Major Howard Bachman joined Review and Analysis Branch from Ft. Polk.

November reenlistments: Results for the month (110 percent for first termers and 102 percent for careerists) reflect hard work, but we are still behind (October was bad) for the year. Let's dig in.

Job/career satisfaction analysis: Data collected in November 1977 from a random sample of 5000 first term soldiers indicates their attitudes toward reenlistment, job satisfaction and unit morale are all inversely related to the number of hours worked outside their duty MOS. For instance, those soldiers who reported working less than 10 hours per week outside their DMOS are much more likely to reenlist, have higher job satisfaction and report higher unit morale than their counterparts who work 10 or more hours weekly outside their DMOS.

RETAIN: Major Bachman and a MILPERCEN representative are visiting Europe this month to obtain this information about RETAIN:

- Test results to date
- Terminal use during test
- Terminal site plan
- Requirements for back-up system
- Survey of systems effectiveness.

PAC Long/Hawaii: As reported in December, Hawaii has been separated from Pacific area, long tour and added as a separate area under Table 4-4, AR 601-280. This became effective 12 January. Initially, this is being done on a test basis to evaluate the effects

on the WAIT list. As we all know from past experience, everyone cannot be assigned to Hawaii. In this regard, it is the responsibility of everyone to properly counsel all prospective reenlistees for this option and advise what the chances are of being able to obtain an assignment.

Cash payment for accrued leave: The Reenlistment Steering Group proposal number 13 that a servicemember be allowed cash payment for accrued leave up to 60 days in a career regardless of whether reenlistment was within 90 days of ETS. This proposal has not been favorably considered because of the strong feelings in Congress on this issue. Their view is that the leave is to provide an entitlement to a specified number of days per month of absence (vacation) for rest and relaxation away from the rigors of military service. It is not intended to be an additional item of pay. It is felt that any legislative proposal to liberalize the provisions of the law on leave could jeopardize the current accrual and "cash in" provisions.

Extensions for retirement: Because of the misinterpretation of paragraph 12-14b(5), AR 635-200 concerning extensions of enlistment (in accordance with AR 601-280) to retire, clarification was provided by DAPE-MPR message 272359Z November 1978. The intent of this message was to clarify the portion that states members may be extended regardless of their qualifications. Specifically, those who have completed 20 years active federal service may be extended for the necessary days, or months and days, not to exceed six months, provided they are fully qualified according to AR 601-280. Those who have completed at least 19½ — but less than 20 — years active federal service, may be extended as outlined above, regardless of servicemember's eligibility for extension according to 601-280, except those who have a bar to reenlistment or counseling statement in effect.

Communication: We continue to make "eyeball to eyeball" contact with the field to explain and clarify reenlistment policy. LTC Jewell spoke to a graduating class of Reenlistment NCOs at Ft. Benjamin Harrison and addressed the Senior Intelligence Officers Conference. I had the pleasure of speaking to the 7th Signal Command CSM conference at Ft. Richie, Md.



Recruiter Aide proves that "Telling it like it is" will sell the Army

By MARLENE E. WALKER
Boston DRC

"He's dynamite!" That's what the Lawrence, Mass., station commander, Staff Sergeant Ron Mangum, thinks of his recruiter aide Private John Bradley.

Backing up this rating is the fact that Bradley has been so successful in bringing prospects in to talk to Mangum and Staff Sergeant Bill Shirley, the other recruiter in the two-man station, that he was extended another 30 days.

According to Mangum, Bradley averages at least ten prospects each week. Well before his first 30 days ended, four enlistments were credited to his efforts.

Bradley's prospecting is throughout the greater Lawrence area and includes Methuen, the city he grew up in, plus Andover and Lawrence.

Wholly enthusiastic about Army life so far, Bradley admits it has turned him 180 degrees around. "I'm a changed person," he says, and adds, "a better person".

A graduate of Methuen High School, Bradley worked for a few years before he enlisted. "My financial situation left college out of my future plans," he said. "I worked in a machine shop and loved putting mechanical things right."

When lay-offs at the machine shop left him "between jobs", he

talked with Shirley, who enlisted him.

Bradley was sold on the Army's guarantee of his choice of skill training, by the "hands-on" training offered and by the fact that a soldier "earns while he learns."

He enlisted for the aviation mechanics field and wanted to go "either South or to Europe." He's scheduled to go to Fort Stewart, Ga. after his recruiter aide duty ends.

Bradley has no "one-pitch" method when he talks to his friends and peers. "Everyone is different," he says, and he uses different means in finding leads to talk to.

"The initial publicity helped a lot," Bradley says. "Many of my friends called me or dropped in at the station to see me after they saw the article on me in the local newspaper."

He often spends his evenings telephoning prospects and visiting them at their homes.

"Prospects need the assurance of someone who's recently been there," Bradley says. "I talk honestly about my basic training at Ft. Dix and my AIT at Ft. Eustis. A lot of the people I talk to have never been

away from this area. They're interested in what I tell them."


Bradley played drums with a local band so he's well known by the young set and has a fairly easy time in getting leads.

An out-going, friendly person, he even manages to find leads when he visits shopping malls.

"Before I joined the Army I had a terrible fear of heights," Bradley admits, "but the Army conquered that fear for me."

He had his first flight when he left for Army training. During AIT he had three more—helicopter flights, these were—and his phobia has been vanquished.

"It's a tremendous feeling — to overcome fear," he says. One of these helicopter training flights was to the birthplace of modern aviation — Kitty Hawk, N.C. "It was something I'll never forget," Bradley says.

"I can't believe I'm so changed," Bradley says, "and I owe it all to my Army experiences. My personal feelings do come through when I talk Army to prospects because I feel so strongly that the Army has so much to offer." 



Recruiter Aide John Bradley, right, discusses plans with Staff Sergeant Ron Mangum for his next 30 days to continue the success that netted him the extension.



Recruiter Aide Paul R. Chiofar, right is always on hand when one of his prospect/friends consults with Army recruiter Sergeant Brad Plante.

Boston recruiter aide's like a fisherman; He keeps reelin' prospects in

Recruiter aides are a varied and talented lot. Private Paul R. Chiofar, a recruiter aide in Norwood, Mass., was a journalism student and an intern reporter before entering the Army. Instead of being interviewed, he preferred to write down his own impressions of his recruiter aide experience.

I hadn't heard about the Hometown Recruiter Aide Program when I enlisted last March, and when I did hear a little about it, it really didn't interest me. I had enlisted for training in military police and that was what I wanted to do for the next three years. But when I was told that I had been nominated, and learned just what the program was all about, I became excited about the whole idea.

It was the day after I graduated from the M.P. school that I was to report for duty as a hometown re-

cruiter aide. It didn't take me long to pack and say my farewells to Ft. McClellan before I was off to Norwood (Mass.) where I was born and grew up, and to the Army recruiting station where I had become seriously interested in joining.

Now I was a soldier and wore the crossed pistols brass proudly on my dress uniform. I felt several inches taller — and was several pounds lighter — when I walked proudly through Logan (International) Airport in Boston. I remembered my departure from there 14 weeks earlier. Then I had worn jeans and a sweatshirt; then I was nervous, worried about what was in store for me in basic training.

When I stepped into the Norwood station, Staff Sergeant Mike Petrow, station commander, was busy at his desk, just the way he had been when I first walked into his office the winter before.

Sergeant First Class Tom Travers (of the Army Reserve) and a new recruiter, Sergeant Brad Plan-

te, were also there. These were the men I would be working for and with, and from them I learned what recruiting was all about. As with anything else I have ever tried, I wanted to be good at it.

Petrow took me to the Boston headquarters (DRC) where my duties were outlined and instructions given as to what was expected of me and the standards I was to keep. These standards are the highest attainable by a soldier in the United States Army. "Army" was to be the product I would be selling. I was a living example of this product.

I made a vow to myself that I would maintain the same high standards my drill sergeants at McClellan had demanded of me and to uphold the image of the Military Police corps while in my temporary capacity as a hometown recruiter aide.

Of course, to accomplish my job as a recruiter aide, that is to generate interest about the Army among my friends and peers and to get

them in to talk to a recruiter, I had to believe sincerely in the product I was selling: "Army." And I did. And I do. I would never suggest that a friend join the Army if I did not believe it was the best thing for him.

I soon realized that this job would turn into a game of percentages. The more people I contacted, the more appointments I could make. From those who did come in to the station, a percentage would express a sincere interest, considering the Army as right for them.

"Army was the product I'd be selling and I was a living example of that product."

At times I became discouraged. At times I felt headed up a deadend street. But, after ten contacts, if I secured an appointment, that one drove me to contact ten more prospects to get another appointment.

It's really not hard to find people for whom the Army would be good. The challenge is in making these people aware of the opportunities the Army offers.

Actually, I've found that it usually takes only about 15 minutes with a recruiter for a prospect to realize that the Army has more to offer than his current job does. I always make it a point to be with my friends when they talk to the recruiter. My friends are more relaxed with me on hand. And, the three-way conversation usually generates a lot of interest.

My approach to many of my friends is often, "If you were not completely satisfied with your job and where you are going, you owe it to yourself to at least talk to the recruiter and find out what he has to offer you."

The greatest obstacle between young people and the Army, I've discovered, is that they don't think they could make it through the

training. Army training is tough, true. But I know my friends and most of them would love it as much as I did. This of course, is another point in my favor as a recruiter aide. Many of my friends have said, "Well, if you really like it, I probably would, too."

Actually, I'm typical of the type of person recruiters are looking for. I had attended Northeastern University for two years, but was unsure of my future. Tuition costs were climbing to a point where I didn't know if a college degree was worth it. I wanted to get away from my environment. I felt I needed to do something different, something exciting.

I target in on people who are in similar circumstances. Many of my friends have been out of school for a couple of years and are beginning to worry about their future. They've been to college, worked, bummed around, and now feel a need to get out and do something meaningful.

Because I had worked and been active in and around the Norwood area, I know many young people. This means many prospects. From them I ask for their friends, and friends of their friends, and relatives, and everybody's brothers and sisters, because prospects come from contacts, and leads are necessary in making contacts.

As a former journalism student and intern reporter on a local newspaper, investigating leads and making contact with people were not new to me. Accustomed to hitting deadends and being faced with stumbling blocks, I realized that the percentage game gives results only after diligent work and often only after putting in many long hours.

I often talk with older people, not only with the kids on the street, but with parents. I've found that many people don't have a clear understanding of what the Army now offers young people. It has undergone many changes in recent years. I feel it is my duty to set these people straight on the Army as I see it

now. I am always honest and find people very interested in what I say. Older people are important. How they think about the Army can either encourage or discourage young people in the thought of enlistment.


Educators are a good example of this group. One of my first visits was to the principal of the local high school and then to the principal of the junior high school. I explained to them just what I was doing.

A great source of leads and contacts are those friends of mine who are playground instructors during the summer. They know many of the families in the neighborhoods where they work. Another source is leaders of youth sports programs. They've watched countless kids grow up. They can sometimes see their needs.

There have been times when these people have come to me saying, "Hey, what can you do for this kid? I think the Army would do him a lot of good."

"... it takes 15 min. with a recruiter to realize the Army has more to offer than the current job."

As I see it, my responsibilities are two-fold. I work for the Army to try to motivate quality people into the Army. I also feel responsible to make these young people aware of the sea of opportunities the Army has available to them. By seeing what the Army has done for me, they can better judge whether or not they want to follow the same path.

My best friend recently enlisted into the same MOS I hold, Military Police. That was my most rewarding day. He had been in just about the same boat I had been in. It was though my experiences in the Army that I could help him make what I know was a very wise choice. 



Update

Audio-Visual Training

The Army is in the process of developing training for people in the audio-visual field. Scheduled to be completed soon are courses for illustrator (MOS 81E) and audio/TV production specialist (MOS 84F) to be taught at the 3420th Technical Training Group at Lowry AFB, Colo.

The 12-week 81E or "graphics specialist" course will be designed to train selected military people in the basic fundamentals of graphics preparation. The training includes preparation of artwork, sketches, schematics, chart and layouts for publications, presentations, displays, management analysis, training, audio-visual production and medical illustration requirements.

The 9-week 84F course will cover sound and wave characteristics; microphones; magnetic tape recorders; audio mixers, studio audio mixing and auxiliary equipment; audio recording, magnetic tape editing; splicing and duplicating; audio production standards and definition. Other subjects taught in the course are non-broadcast functions associated with the production of television programs; concepts, principles and skills involved in the operation of studio television equipment; familiarization in contemporary operational techniques; and programing.

Revised CLEP Program

A revised CLEP test went into use November 1 which could change the education plans of thousands of soldiers.

CLEP, the College Level Examination Program, is a test accepted by more than 1,800 colleges and universities in the U. S. as the equivalent of most freshman level courses. The tests are popular with soldiers seeking college credit for as much as 30 semester hours at many schools.

Revisions in the new CLEP, according to a spokeswoman with The College Board, which produces CLEP, include more "in-depth" questions in the five subject areas covered by the test. The increase in the number of test questions also calls for more time to test. Time for each subject has been increased from 60 to 90 minutes.

The biggest change in the CLEP series is in the English test. This test has shifted emphasis from English error recognition to writing skills.

Another change in the English test will be introduced next spring when an optional English test version will replace the 90-minute multiple choice format with a 45-minute multiple choice test and another 45 minute test in essay form.

While the optional English test versions allow a student to choose the exam on which he or she expects to score best, some schools may require students to take a specific English version before they award credit for the test.

In addition to English, the CLEP covers math, natural sciences, humanities and social science history.

Because of the test revisions, the spokeswoman said, some schools may no longer accept the former CLEP series, or they may grant less credit to students who do not take the new series.

More information on the new CLEP series can be obtained through local education centers or, for students who have already received CLEP credit, at the schools where they are currently enrolled.

Commissary Surcharge Pays Off

A 4-percent surcharge added to the grocery bills of commissary patrons pays off in better commissary facilities and service.

If you shop at Ft. Stewart, Ga., or Ft. Huachuca, Ariz., your 4-percent surcharge made the construction of those recently opened commissaries possible.

The Army's Troop Support Agency (TSA) collects an estimated 40-44 million dollars each year from commissaries that pay for these and other construction projects. TSA officials say that about \$13 million is invested annually in construction and modernization projects worldwide.

In addition to construction and renovation projects at commissaries, officials say that most of the surcharge collections are spent on other tangible "operating expenses," that cover practically all commissary materials, from the bags to the slicers. Added to these expenses are refrigeration units, cash registers, uniforms, maintenance of equipment, plus laundering of uniforms.

Increase in VA Home Loans

An increase from \$17,500 to \$25,000 as the maximum guarantee for VA home loans is one of several important features of the "Veterans Housing Benefits Act of 1978."

The legislation, which was signed on October 18 by President Carter, also permits certain severely disabled veterans to obtain a VA grant of up to \$30,000 to buy or adapt a residence to meet their special needs. VA grants for these so-called "Wheelchair Homes" were formerly limited to \$25,000.

The new bill should be of special benefit to Vietnam Era veterans because it reduces the length of active duty service required for eligibility for VA home, condominium or mobile home loan guarantee benefits. Vietnam Era veterans now need to have served only 90 days on active duty—one day of which must have been during the period of August 5, 1964

and May 7, 1975—to be eligible for these VA benefits.

Another significant section of the legislation restructures VA's mobile home loan program—setting a \$17,500 loan maximum and extending the maximum loan term for single-wide mobile homes to 15 years, an increase of 36 months.

The legislation also permits VA to guarantee loans for energy-related home improvements, including installation of solar heating and cooling systems.

In addition, the law authorizes VA to guarantee loans for converted condominiums as of July 1, 1979. The agency currently is authorized to guarantee condominium loans in buildings constructed and sold as this type of dwelling.

Characteristics of Belt Non-Users

The American Journal of Public Health has published results of a study conducted for the National Institute for Mental Health on the personalities of adults with family cars who do not use available safety belts. Non-use was significantly higher among females and among persons with low income and less than a high school education. Non-users tended to view their station in life as unsatisfactory and to feel powerless to change at least some aspects of their lives. They also tended to be infrequent church-goers and to neglect health care activities such as dental checkups and Pap tests. Among young adults, marriage tended to decrease belt use among females and increase it among males.

More PCS Moving Time for Some

Soldiers who must attend a school, while TDY or just before making a PCS move, may be given 10 days in addition to leave and travel time to move and resettle dependents.

The 10 “free” days are available in three of four options soldiers will have when they attend DA-directed TDY schooling in conjunction with PCS, DA Personnel officials said.

The four options will be available upon approval of the Army's FY 79 budget request. They are:

1. Soldiers with dependents in government quarters may leave dependents in these quarters until they complete TDY, then receive 10 added days to move them before PCS. This option is allowed if soldiers are moving within CONUS or from CONUS to an overseas station.

2. Soldiers may move dependents from CONUS or overseas station to a CONUS station before TDY and receive 10 extra days to resettle dependents.

3. They may return to present CONUS station after TDY and move dependents residing on local economy to any new duty station and receive 10 added days before they are required to report to a new station.

4. They may clear any present duty station before going TDY and dependents can accompany the soldier to the TDY station or another location at personal expense. When the soldier arrives at any new station as scheduled, dependent travel will be reimbursed based on most direct route between stations.

These options are available both to officers and enlisted, but enlisted who are sent TDY as a requirement for their new assignment, such as airborne, ranger or special forces training may not choose options 2 or 4.

Officials also pointed out that these options do not apply to soldiers attending civilian schooling in a “permissive TDY status.”

Soldiers alerted for combined TDY and PCS moves should be counseled about these options. Questions should be referred to local MILPOS.

National Military Training Center

A draft environmental impact statement on the proposed establishment of a National Military Training Center has been filed by the Army.

When established, the training center would provide a training area where a total combat environment could be simulated. The area would provide realistic maneuver areas comparable with modern battlefield requirements, warfare techniques, and future weaponry developments.

Plans call for 42 battalions, or approximately 80,000 soldiers, to rotate through the center for 2-week training sessions each year.

Of 12 sites originally studied, Twenty-nine Palms Marine Corps Base, California; Yuma Providing Grounds, Ariz.; and Fort Irwin, Calif. have been selected for further review. Fort Irwin has been selected as the preferred site.

This Army proposal is still in a developmental stage. The approval of the Office of the Secretary of Defense is necessary before any final decisions are reached concerning the establishment of the training center.

RPI 914

The new edition of RPI 914 will be coming off the presses by late January and should be in the REQUEST system soon thereafter. The reconstituted “How Not to Blow a Job Interview” has a new size, 5½ x 8½ inches, to fit more easily into packets for recruiters and counselors. It follows the same general theme but contains extensive revisions of content and art.

Initial distribution will be 30 per authorized recruiter with a requisition MAQ of 30.

This popular item will be useful in many career education settings by students and teachers, and should continue to be one of your most-in-demand RPI with educator influencers.

Never take NO until the p

By SSG BOB KONICKI
New Haven DRC

"Never take 'no' for an answer until a prospect 'really' means just that—NO," philosophizes one of the New Haven DRC's top recruiters and station commanders, Sergeant First Class Norman H. Berry of the New London Recruiting Station.

Sergeant Berry's philosophy on the success of an Army recruiter and station commander has worked well in his more than ten years of Army recruiting. His success is evidenced as one walks into his station where two walls of top recruiting awards look almost like wallpaper. Five minutes with Norman Berry is enough to conclude that he is a professional salesman and very successful at his profession.

During a recent interview with Sergeant Berry, he was asked, "What makes you a top recruiter and station commander?" With a slight chuckle, and a hint of modesty and ego combined, the pipe-smoking Berry pulled out his tobacco pouch, sat back in his chair with his feet on the desk and said, "A recruiter must like the Army and he must like to sell. A recruiter should consider his job as an Army salesman as his means of making a living, which in fact, he is doing."

Sergeant Berry went on to say that an Army recruiter would do well to compare himself with a civilian salesman who must discipline himself to working unusually long hours, meeting as many people as possible, and getting to know them. Also, the recruiter, like the civilian salesman, must develop an instinct about people — especially the prospect.

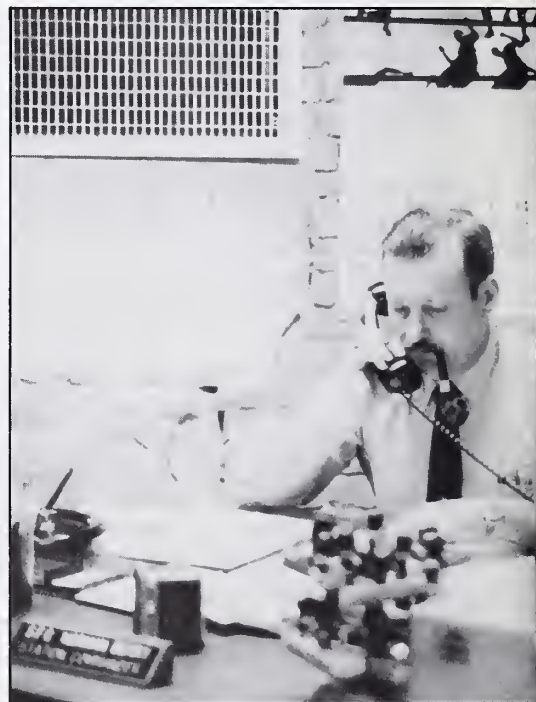
After grabbing a quick cup of coffee and answering a few questions from his recruiters, Sergeant Berry lit his pipe again, got comfortable in his chair and proceeded to

say that, "The success of any recruiter and station as a whole depends on three things — attitude, follow-up and teamwork."

After a short pause, the New London station commander went on to talk about recruiter and station commander attitudes. He said, "A bad one is like poison. It spreads through to other recruiters and on to our applicants. Everyone gets down," he said, "but the station commander must catch it fast and change his attitude."

When asked about follow-up, Sergeant Berry, in his usual confident way, answered, "An Army recruiter should never run out of names and people to call on. Never take 'no' for an answer until a prospect 'really' means just that — NO. A recruiter should refile the prospect's card and re-call on the prospect who simply says 'no,' and call on him or her again and again.

"Things change," he said, "and



Sergeant First Class Norman Berry employs the telephone interview technique to follow up a lead. Berry claims a 143 percent production record at his

Prospect really means NO

a prospect may change his mind. Many do just that — change their minds. So the name of the game,” Berry says, “is follow-up. Never kill a card until you are absolutely sure a young man or woman is not going into the Army.”

“What about team work?” was the next question. Sergeant Berry replied that, “without teamwork in the station, you’re dead.” He added that the recruiters should share their experience, knowledge, responsibilities, bad times, and good times. The recruiters should all — as a team — strive for a common goal and help each other in achieving that goal. Working as a team, rather than as individuals is vitally important to the success of every station.

When visiting the New London Recruiting Station, one senses that Sergeant Berry’s ingredients for success are prominent among his recruiters.



last station. That means he isn't glued to the phone all the time.

In summarizing his own success as a recruiter and station commander, Norman Berry constantly refers to the civilian salesman counterpart. He states that to be successful, he and his recruiters look on the assigned mission as just doing the job of an average salesman. They shoot higher than mission assignment as their goal, but keep the goal reasonable so that each recruiter can, with a little extra effort and work, achieve his or her mark. A few extra phone calls and few extra visits make the difference for Sergeant Berry and his recruiters. As Norman Berry puts it, “If your goal is just making mission, you won’t make it most of the time.”

The 40-year-old, ten-year-veteran recruiter goes on to say that when his recruiters ask him for help, they get it. He says that everyone needs help now and then. That’s when he works with them individually. Sergeant Berry candidly points out that as station commander, he cannot ask his recruiters to do anything he won’t do himself. “This,” he says, “means everything from making the extra phone calls to walking up and down the streets meeting people.”

Sergeant Berry considers himself a salesman and a sales manager. As such, he states that, “a station commander, like myself, must always know what each recruiter is doing and follow up on recruiters to insure that they are following-up.”


As icing on the cake of success, SFC Berry attributes a good deal of his ability to his prior civilian experience as a life insurance salesman and assistant manager of a drug store. He quickly adds that prior civilian experience is a tremendous plus in being a successful Army recruiter, but that this same experience and knowledge of salesmanship can be learned and passed

on to those without prior experience.

Also playing an important role in his own success are his wife, Nancy, and their son, Norman, and daughter, Pamela. Sergeant Berry says his wife enjoys his being on recruiting duty and has an excellent knowledge of the work he is doing. She understands that recruiting is not an 8 to 5 job,” he said. “The understanding and feeling of being part of the important job the Army recruiter is doing, have helped tremendously.”

When talking about his own office routine, Sergeant Berry says that he and his people employ the system of using productive time to the maximum and enjoying time off during non-productive times. He says, “It’s called good management.”

How about awards? In reply, Sergeant Berry said, “They can keep them. The awards have a little motivation for my recruiters, but not much.” He adds, “What makes a recruiter good is a sense of accomplishment — to feel proud from inside for doing something good for the Army.”

Sergeant Berry joined the Army in 1963 and came on recruiting duty in October of 1967. He was an on-production recruiter six years in three different stations in Baltimore. He then spent about one year as a nurse recruiter, then returned to a station for one year as an on-production recruiter. Upon leaving the Baltimore area for New London, Sergeant Berry boasted 143 percent, a figure to which he has aspired in New London as an on-production recruiter and later as station commander. 

U.S. ARMY RECRUITING and REENLISTING

Journal

Index for Calendar Year 1978 Journals

This index is for *Journal* issues printed in calendar year 1978, Volume 31. We felt it might be of use to station commanders in their continuing training mission. Those articles indexed are generally feature articles; departments have not been indexed because of their heterogeneous nature. You may wish to supplement this index with your own, indicating locations of related bits and pieces in our departments.

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of "Direct Action," we asked you, our readers, what it should be called.

As ideas for the new name began coming in, we saw they fit into several categories. The first was where there was little actual change. Typical were entries by LTC John J. Barros, commander of the New Haven DRC and SFC Charles R. Patterson of Wilmington, N.C.: they both suggested *Recruiting and Retention Journal*. SSG Woodie Gregory, also of Wilmington, suggested *Procurement and Retention Journal*. Good ideas all, but they didn't go as far as we felt the new name needed to go.

Staff Sergeants David Stone and Thomas Murphy of Simi Valley, Calif., together came up with another batch of good ideas. They suggested *The Professionals*, *The Challengers*, *Total Effort*, *The Milestone* and *The Mission*, among others. Good, but those names could just as easily apply to any number of other publications; not uniquely USAREC.

Another group of entries were those that were too restrictive, failing to take into account the *Journal's* entire audience. Staff Sergeant Edgar L. Hodge of HQ MEPCOM submitted several good

entries but many fell into that category, as did that from SGM James Voss of Kansas City DRC. Captain Taras Galysh of Morristown, Tenn., had a good idea but it also was too restricted in applicability: *The Prospect*.

One group of entries were those that were, if anything, too descriptive, so much so that they were almost cumbersome. Typical entries were *The US Army Personnel Procurement Journal*, *Provide the Strength Journal*, and *Recruiting, Processing and Retention Journal*.

Then came some that were frontrunners for consideration. The ideas submitted were all really excellent, were on target, and were catchy in sound.

We liked *RESOURCE: for those who provide the strength*, sent in by SSG Timothy Cochran of Rolla, Mo., but were afraid that the people at *Army Logistician* would like it better.

The Recruiting Magnette, the magazine for attracting and holding soldiers, submitted by Jane Boyink of the Albuquerque DRC, attracted our attention. Also attractive were *STRENGTH*, by the recruiters in Worcester, Mass., and *Total Army Journal* by Nadine Luc of Peoria DRC.

Sergeant First Class Steven Rogge of Peoria, Ill., came up with

RE-, a prefix to match up with several words used in recruiting, including *recognize*, *refine*, *reinforce*, *rely*, *retain*, *reenlist* and others.

"Since the Army and all its components are now all-volunteer, a name that would be appropriate is *"VOLUNTEER,"*" wrote in Staff Sergeant Raymond J. Goodwin, a USAR recruiter in Arlington, Tex., and a good many people agreed.

To enhance that title, the editorial staff felt that the addition of the word "all" in lower case type would better convey the desired idea since the word "volunteer" does not stand as appropriately by itself.

There was one additional point not to be overlooked: our country has a long association with volunteer armies protecting and defending it, and to recognize that heritage, dating from 1775, would be proper and fitting in 1979 and beyond particularly in view of USAREC's new and biggest challenge this year in assuming responsibility for the USAR recruiting mission.

To all those many people who took time to sit down and write us with their suggestions, we offer our sincere thanks and appreciation; to SSG Goodwin, we herewith award an Attaboy, suitable for framing.

And that's how the *Journal* became *all VOLUNTEER!*

To

all

VOLUNTEER

The Army's recruiting and retention professional magazine since 1919

